

BUSINESS MODEL CANVAS STRATEGY AT OKUSA SHOP SANGATTA EAST KUTAI

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ABSTRACT

Olahan Kuliner Sangatta (OKUSA) is a shop or gallery established by LPB Pabanet (Lembaga Pengembangan Bisnis PAMA Benua Etam), as a market development effort for MSME products. The development of a Business Model Canvas (BMC) is an excellent step to assist OKUSA Stores in designing a more appropriate and effective business model. This study aims to identify and map the Business Model Canvas (BMC) at Toko OKUSA. The research method used is descriptive quantitative with data collection techniques through Focus Group Discussion (FGD), with 6 respondents consisting of 4 OKUSA administrators, namely the Chairperson, Secretary, Treasurer and Marketing Division, and 2 officials of LPB Pabanet, namely the Coordinator and 1 Staff. This research uses SWOT Business Model Canvas analysis, SWOT Diagram and Business Model Canvas Blue Ocean Strategy. The results showed that Toko OKUSA is in a position of Stability in terms of the aspects of the Business Model analysed by Canvas in the IFAS Matrix, EFAS Matrix, and IE Matrix. Analysis with the SWOT diagram shows that Toko OKUSA is in quadrant I, which means it remains in a prime situation. Analysis of the SWOT Matrix and Blue Ocean Strategy (BOS) shows that Toko OKUSA must pay attention to the market situation and product arrangement in the gallery, utilise information media, add product value, create relationships with customers/clients on an ongoing basis. The use of technology, increasing competent human resources, product innovation and maintaining low prices.

Keyword : BMC, SWOT, Blue Ocean Strategy.

I. INTRODUCTION

Delving into the culinary realm is an interesting topic to explore. The food industry, which is closely related to basic human needs, offers business opportunities that never fade. However, in the midst of fierce market competition and the continuous development of culinary trends, coupled with the emergence of diverse food innovations, it is important to consider several factors when building a culinary business. Therefore, before starting a business in the culinary sector, it is crucial to understand the necessary steps to take.

Olahan Kuliner Sangatta (OKUSA) is a shop or gallery established by LPB Pabanet (PAMA Benua Etam Business Development Institute) as a market development effort for MSME products. LPB Pabanet is a form of Corporate Social Responsibility (CSR) from PT. PAMA PERSADA. The OKUSA store sells a variety of processed MSME products from the agriculture, livestock, and fisheries sectors. By providing a platform to market these MSME products, LPB Pabanet offers opportunities for small and medium enterprises to increase their market access. Additionally, initiatives like this help introduce the natural wealth and culinary culture of Sangatta to the wider community.

In the midst of increasingly fierce competition, it is important for businesses to create unique products (competitive advantage). Having a competitive advantage is essential to surviving in fierce competition among business actors. Factors such as providing quality products, offering high levels of service, offering product variations that satisfy customers, ensuring product availability, and maintaining price advantages are conditions that make companies superior to their competitors in the competitive arena (Arison Nainggolan, 2018).

The issue of competitive advantage became very popular after Porter developed the concept. A competitive advantage is achieved if a company can perform value chain activities, such as the development of marketing and sales technology and production technology, at a lower cost or with better quality than competitors (Arison Nainggolan, 2018). Competitive advantage is not proven to have a positive effect on the performance of MSMEs; on the contrary, it has a significant negative effect. However, debt financing has been demonstrated to moderate the effect of competitive advantage on MSME performance. This implies that debt financing can strengthen the effect of competitive advantage on MSME performance because it produces a positive and significant effect (Rio Rita et al., 2022.).

The Business Model Canvas (BMC) is a strategic tool used to describe a business model and illustrate the rationale for how organizations create, deliver, and capture value. Business Model Generation, more popularly known as the Business Model Canvas, helps to more accurately visualize what a business looks like. It transforms complex business concepts into simple ones displayed on a single canvas sheet containing a business plan with nine well-integrated key elements. This tool covers strategic analysis both internally and externally for the company (Osterwalder & Pigneur, 2010)

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According to (Osterwalder & Pigneur, 2010), the business model canvas concept consists of nine elements, namely value propositions, customer segments, customer relationships, channels, key resources, key activities, key partnerships, cost structures, and revenue streams. These elements can help in formulating the business model of a company and designing innovative business model ideas for the Company.

According to (Rahayu et al., 2022) in BMC analysis for business development is to use SWOT analysis to see the weaknesses and threats faced by optimizing the advantages and opportunities possessed and business mapping using Business Model Canvas (BMC).

Research was conducted to analyze the Business Model Canvas (BMC) at Toko OKUSA, which consists of 9 MSME owners: Rumah Brownies Lubna, Raos Kitchen, Keripik Karomah, Pawon Ndeso, Sendok Garpu, Roti Maryam KD, eQuatorfood, Raos Enak, and Dapur Allyra. This SME partnership is mentored by LPB PAMA BANUA ETAM as a partner. LPB Pabanet (Lembaga Pengembangan Bisnis PAMA Benua Etam) is PT PAMA's CSR (Corporate Social Responsibility) initiative in Sangatta City, East Kutai Regency.

II. METHODOLOGY

This research was conducted at Toko OKUSA, a joint gallery of 9 MSME owners. The research method used is descriptive qualitative, with data collection techniques through Focus Group Discussions (FGD) involving 6 respondents, consisting of:

1. Chairperson of OKUSA (Mrs E. Kartini)
2. Secretary (Mrs Gusmiati)
3. Treasurer (Mrs Nur Endang)
4. Marketing Division (Mrs Sri)
5. Coordinator LPB PABANET (Mr Hendra)
6. Staff LPB PABANET (Mas Chana)

Determination of respondents using judgment sampling techniques, namely researchers determine or appoint respondents who understand the business at Toko OKUSA.

Data Analysis Method

Data analysis includes several stages. The first stage is descriptive analysis to describe the OKUSA Store Business Model Canvas. The second stage is SWOT analysis to determine the internal and external factors of each block of the OKUSA Store Business Model Canvas. The third stage involves analyzing the IFAS matrix, EFAS matrix, IE matrix, and SWOT matrix. The fourth stage is the Blue Ocean Strategy analysis to determine the Business Model Canvas analysis of the company.

III. RESULTS AND DISCUSSION

Descriptive Analysis of OKUSA Store Business Model Canvas

The Business Model Canvas that has been implemented by Toko OKUSA is as follows:

1. Customer Segments
OKUSA targets consumers from the wider community, consisting of different age segments, job segments, and hobby segments.
2. Value Propositions
OKUSA offers competitive prices, no preservatives, varied flavors, a variety of products, standard operating procedures (SOP), licensing/legal compliance, and other benefits.
3. Channels
OKUSA has reseller partners, including Q Hotel Sangatta, Victoria Hotel Sangatta, Gummy & Café, RM Joglo, PAMA Gallery at Sepinggan Airport Balikpapan, PAMA Cooperative on Jl. Yos Sudarso and Mess Pama, Oval Mart, and Darussalam Cooperative.
4. Customer Relationships
OKUSA accepts partner payments through transfers and preorders, provides information on available products through online media, organizes OKUSA events, and receives complaints, criticisms, and suggestions from consumers.
5. Revenue Streams
OKUSA benefits from the cooperation ties established with partners through profit sharing.
6. Key Resources
OKUSA has employees as human resources who focus on helping customers directly and providing administrative recording services so that orders from customers can be recorded as well. Delivery Service Partner, Okusa completes a partnership with Sangatta Courier Services (JAKUZA), which helps the mobility of sending consumer orders.

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7. Key Activities
 Praying and being optimistic is the beginning of the efforts made by the Owner of OKUSA because the business needed blessings from His creator,
 Then what must be done is promotion through online media and existing events.
8. Key Partnerships
 Partners (shops, stalls and supermarkets), reseller partners, hotels, restaurants, and others.
9. Cost Structure
 Costs include electricity and water, internet, salaries for two employees in the gallery, logistics, operational implementation of events, building or gallery space rental, and parcel costs.

Figure 1. Bisnis Model Canvas Toko OKUSA

KEY PARTNERSHIPS - Business partners - Reseller partners - Customer	KEY ACTIVITIES • Marketing • Delivery service • Employee Training • Financial reports	VALUE PROPOSITIVE • Competitive prices • Strategic gallery • Various products • Innovative taste	CUSTOMER RELATIONSHIPS • Social Media • Give away • Special discounts	CUSTOMER SEGMENT • Age segment • Job Segment • Hobby Segment
	KEY RESOURCE • Innovations • Promotion • Build branding • Discounts		CHANELS • Directseling • Website • Social media • Events	
COST STRUCTURE • Electricity & Water Costs • Internet Costs • Cost of 2 employees in the gallery • Costs for implementing events • Gallery Space Rental • Parcel Fees			REVENUE STREAMS • Profit sharing from partners • Cooking Class • CookingTrainer • Cooking competitions	

Research (Felicia Priyono, 2015) on Toko Moi Collection explains that the customer segment includes segmented markets and that value propositions not included in the BMC of Toko Moi Collection are cost reduction. Channels are managed both independently and through partners across all available channels. Current customer relationships include personal assistance, dedicated personal assistance, communities, and self-service in the future BMC. Key resources currently consist of physical resources (such as glass counters), intellectual resources (brands and partnerships), and human resources (employees), with the future BMC planning to add box cars and technology. Current key activities include promotions on holidays and distribution and trade with new customer segments. Research (Rachman et al., 2013) indicates that the new company strategy design method fulfills the three characteristics of the blue ocean strategy in creating uncontested market space.

SWOT Analysis

The application of the SWOT technique brings benefits in understanding the internal and external factors that influence a business. SWOT analysis helps culinary entrepreneurs to gain a deeper understanding of their position in the market, recognize new business opportunities, and overcome potential challenges that may arise.

Table 1. Internal Factor Analysis

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Elemen BMC	Internal Faktor	
	Strength	Weakness
Customer Segment	The customer base is well segmented	Each product packaging does not provide certain characteristics to one customer segment
Value Proportion	Affordable prices, without preservatives	The expiration period is relatively fast
Channel	The process occurs directly and indirectly (Online Shop)	Marketing staff performance is not yet optimal
Customer Relations	Relationships are maintained through various activities and the provision of bonuses, discounts or parcels	The product is not durable
Receipt flow	OKUSA doesn't just sell culinary delights	We do not yet have patent rights for each product
Key Resources	Superior human resources, staff in every field and modern production equipment	Production quantities are limited
Key Activities	Carry out innovation in each product and provide good archiving.	Requires cost allocation
Main Partner	Establish good relationships with partners	Product returns (agreement and market less supportive)
Fee Structure	Good bookkeeping and funding allocation	Doesn't have its own gallery yet

Table 2. External Factor Analysis

Elemen BMC	External Factor	
	Opportunities	Threats
Customer Segment	Demand for OKUSA products is quite high because they are free of preservatives	The competition faced is similar businesses
Value Proportion	Innovation in the same business is not available to other competitors	Raw materials are not always available
Channel	Keeping up with technological developments	High competition due to technological developments
Customer Relations	Loyal customers as a means of promotion	Possibility of losing customers due to unavailability of raw materials
Receipt flow	Special order requests can be used as additional income	Non-repeat purchases from customers
Key Resources	Adequate human resources and supporting equipment	Competitors in the same business use more efficient equipment and human resources
Key Activities	Always improve OKUSA's human resources (independent)	Competitors that are fully supported by the Developer (not independent)
Main Partner	Promote each other	Poor relationships really disrupt marketing
Fee Structure	Good quality raw materials	Very dependent on one raw material, there is no substitute

Matriks IFAS dan EFAS

The IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices are analytical tools used in strategic management to evaluate the internal and external factors affecting an organisation. These two matrices help in identifying the strengths, weaknesses, opportunities, and threats faced by the organisation. The IFAS and EFAS matrices are important tools in SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. This matrix helps an organisation understand the internal and external factors that affect its strategy and performance. Using this matrix, an organisation can develop more effective strategies *Rusmiyati, Nila Kusumawati, Rahmad Bagus Ajitama, BUSINESS MODEL CANVAS STRATEGY AT OKUSA SHOP SANGATTA EAST KUTAI, JUMANAGE Volume 3 Nomor 2 JULI 2024*



to maximise strengths and opportunities, and minimise weaknesses and threats.

Table 3. Internal Factor Analysis Summary (IFAS)

Faktor-Faktor Strategi Internal	Bobot	Rating	Nilai Skor
Strength (S)			
1. Customer segment (S1)	0,07	4,00	0,26
2. Value Proposition (S2)	0,08	4,00	0,34
3. Channel (S3)	0,08	3,67	0,32
4. Customer Relations (S4)	0,07	3,66	0,27
5. Receipt Flow (S5)	0,07	3,66	0,24
6. Key Resources (S6)	0,07	4,00	0,28
7. Key Activity (S7)	0,07	3,67	0,24
8. Prime Partner (S8)	0,07	3,67	0,27
9. Fee Structure (S9)	0,07	3,00	0,20
Amount	0,65	33,33	2,42
Weakness (W)			
1. Customer segment (W1)	0,04	2,00	0,09
2. Value Proposition (W2)	0,04	1,33	0,05
3. Channels (W3)	0,04	2,00	0,07
4. Customer Relations (W4)	0,04	2,00	0,07
5. Receipt Current (W5)	0,04	2,00	0,09
6. Key Resources (W6)	0,04	1,67	0,07
7. Key Activity (W7)	0,04	1,33	0,05
8. Premier Partner (W8)	0,04	1,00	0,04
9. Fee Structure (W9)	0,04	1,67	0,06
Amount	0,35	15,00	0,58
Total	1,00	48,33	3,01

The results of the IFAS matrix analysis show the company has significant strengths with a score of 2.42, indicating strong internal advantages, while a low weakness score of 0.58 indicates a few insignificant weaknesses; the company should take advantage of these strengths to optimise market opportunities and continue to improve weaknesses.

Table 4. Eksternal Factor Analysis Summary (EFAS)

External Strategy Factors	Weight	Rating	Score Value
Opportunities (O)			
1. Customer segment (O1)	0,07	4,00	0,28
2. Value Proposition (O2)	0,08	3,33	0,27
3. Channel (O3)	0,08	3,67	0,29
4. Customer Relations (O4)	0,07	4,00	0,28
5. Acceptance Current (O5)	0,08	3,33	0,27
6. Key Resources (O6)	0,08	3,33	0,27
7. Key Activities (O7)	0,07	3,00	0,21
8. Premier Partner (O8)	0,08	3,33	0,27
9. Fee Structure (O9)	0,08	3,33	0,27
Amount	0,69	31,32	2,39
Threats (T)			
1. Customer segment (T1)	0,03	1,67	0,05
2. Value Proposition (T2)	0,02	1,00	0,02
3. Channel (T3)	0,03	1,67	0,05
4. Customer Relations (T4)	0,04	2,00	0,08
5. Receipt Current (T5)	0,04	2,00	0,08
6. Key Resources (T6)	0,04	1,33	0,05
7. Key Activities (T7)	0,03	2,00	0,06
8. Prime Partner (T8)	0,04	1,67	0,07

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9. Fee Structure (T9)	0.04	1.67	0.07
Amount	0.31	15.01	0.53
Total	1.00	46,33	2,92

The results of the External Factor Analysis Summary (EFAS) matrix analysis show an opportunity score of 2.39 and a threat score of 0,53, indicating that the company is in an environment with a number of opportunities but also faces significant challenges. Opportunities, such as market growth, favourable technological changes, deregulation, or favourable consumer trends, provide opportunities for the company to improve performance and growth.

Internal External Matrix

The IE matrix aims to determine the company's position so that the strategy that the company must carry out in general can be known.

	4,00	3,00	rata-rata	2,00	1,00
	Kuat			Lemah	
tinggi	3,00	1. GROWTH Konsentrasi melalui integrasi vertikal	2. GROWTH Konsentrasi melalui integrasi horizontal	3. RETRENCHMENT Strategi turn around	
sedang	2,00	4. STABILITY	5. GROWTH Konsentrasi melalui integrasi horizontal	6. RETRENCHMENT Strategi Divestasi	
rendah	1,00	7. GROWTH Difersifikasi Konsentrik	8. GROWTH Difersifikasi Konglomerat	9. RETRENCHMENT Likuidasi atau Bangkrut	

Gambar 2. Matrik IE Toko OKUSA

The total score in the IFAS matrix is 3.01 and the total EFAS matrix score is 2.92. This score puts OKUSA Store in cell IV, namely STABILITY. According to (Rangkuti, 2015) the most appropriate strategy is an intensive strategy without changing the old strategy, to improve the competitive position through existing products.

Table 5. OKUSA Store SWOT Matrix

EFAS	IFAS	STRENGTH (S) 1. Affordable price without preservatives 2. Strategic place 3. HR training	WEAKNESS (W) 1. Patent rights not yet owned 2. Limited production quantity 3. No age segmentation yet
	OPPORTUNITIES (O)	STRATEGY (SO) 1. Improve product and service quality (S1, O2, O3) 2. Continue to innovate on products as a differentiator with competitors so as to see the position of competition (S3, O1, O3) 3. Expanding the market (S1, O4)	STRATEGY (WO) 1. Take care of the patent rights of each product (W1, O1) 2. Improve equipment, products and maintain relationships with partners (W2, O3, O4) 3. Conduct age segmentation on products, especially on packaging (W3, O1)
	THREATS (T)	STRATEGI (ST) 1. Create a member card so that customers remain loyal (S1, S2, T4) 2. Adding raw material partners or managing their own raw materials (S3, T2, T3) 3. Improve the quality of human resources & existing products by following the times (S3, T1)	STRATEGI (WT) 1. Innovate with other raw materials (W2, T2, T3) 2. Complete shortcomings and improve product quality (packaging, tools, flavours, new products and others) (W1, T1) 3. Promote each product segmentation, complete each product's shortcomings & improve quality (W3, T4)

SWOT Matrix

SO Strategy

There are 3 alternative strategies at Okusa Store that can be considered, including:



1. Chairman Okusa: "Improve product quality and service (Superior and innovative products and without preservatives and MSG)". According to Hertita (2018), one way to improve service in a business is to have a call centre like that, so that customers will be facilitated in wanting products or having problems with products.
2. LPB Pabanet staff: "Making new innovations as a differentiator from competitors so that they can see the position of competition (Various types of products, standard and attractive packaging)". According to Natallia et al (2022), the actions that need to be taken are producing with the established SOP but still innovating and serving in a friendly, fast, and responsive manner.
3. Marketing Division: "Expanding the market (Partnering with shops, stalls, supermarkets; Resellers. Hotels, restaurants, cafes, communities, government agencies, banks, and cooperatives)". According to Firmansyah (2018) to expand marketing, companies must create a brand image or Brand Image for each product by participating in exhibitions, promoting through various media and utilising customers as media.

WO Strategy

1. Coordinator of LPB Pabanet: "Take care of the patent rights of each product". A patent is an exclusive right granted by the State to an inventor for the results of his or her invention in the field of technology for a certain period of time to implement the invention himself or give approval to another party to implement it (Undang-Undang (UU) Nomor 13 Tahun 2016 Tentang Paten.
2. Chairman Okusa: "Improve product equipment and maintain relationships with partners". According to (Fachrysa Halik et al., 2020), based on the results of the analysis of the influence of partnerships on business performance, it shows that partnerships have a significant influence on business income.
3. Chairman Okusa: "Conducting age segmentation (3-60 years), worker segment (private and government), hobby segment, culinary lovers and snacks on products". According to (Suryani, 2017), based on different segments companies are required to meet the consumer needs of each group so that the products or services offered can satisfy customers.

Alternative ST strategies include:

1. Marketing Division: "Create a member card to keep customers loyal". According to (Widyanari et al., 2016), giving member cards is done as a return for their trust in your shop, as well as our efforts to maintain customers so that their arrival is more appreciated.
2. Chairman Okusa: "Adding raw material partners or managing raw materials yourself" According to (Shalahuddin et al., 2018), when choosing a collaboration partner, of course you have advantages over your own shortcomings, as well as providing benefits in partnering.
3. Chairman Okusa: "Improve the quality of human resources and existing products while keeping up with the times (Employee Training)". According to (Atmojo & AL Hamdi, 2022), it is very appropriate if MSME actors are given training to improve the quality of human resources in managing social media, especially through branding and packaging of MSME products.

Alternative WT strategies include:

1. Secretary Okusa: "Innovate with other raw materials". According to (Prasetyo & Febriani, 2020), innovation is used deliberately to create interesting development and strategy purposes. In order to be able to compete with other companies, innovation must continue to be carried out and developed.
2. Treasurer: "Completing deficiencies and improving product quality". According to (Armstrong & Kotler, 2015) product quality is how the product has value that can satisfy consumers both physically and psychologically which shows the attributes or characteristics contained in an item or result.
3. Marketing Division: "Provide promos on each product according to age segmentation (Parcel and Special Discount)".

SWOT Diagram

The SWOT diagram is first determined by determining the X and Y coordinates.

1. X coordinate = strengths – weaknesses
X coordinate = $2.42 - 0.58 = 1.84$
2. Y coordinate = Opportunities – Threats
Y coordinate = $2.39 - 0.53 = 1.86$



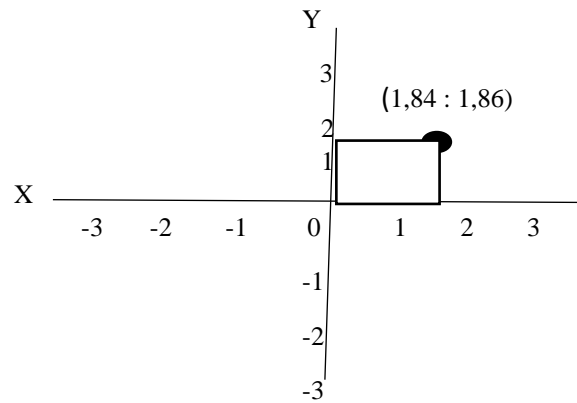


Figure 3. SWOT Analysis Diagram of OKUSA Store

Based on these results, it can be seen that the position of Toko OKUSA is in quadrant I Growth oriented strategy which indicates that this situation is very profitable, this business has opportunities and strengths so that it can take advantage of existing opportunities.

Blue Ocean Strategy Analysis

After doing the SWOT analysis, the next step is the Blue Ocean Strategy (BOS) analysis, the results of the analysis can be seen in Table 5.

Table 5. BOS Analysis

OKUSA Store BMC Strategy

a. Customer Segment	Increase the age segment: 3-12 years old, 13-17 years old, & 18-60 years old
b. Value proposition	1. Improving the quality of souvenir products, 2. The quality of packaging needs to be improved.
c. Channel	Improve: Increase in social media promotion
d. Customer Relationship	1. Improved service to the media, 2. Adding partners to raw materials Create: Member card for customers
e. Revenue Streams	
f. Key Resorce	Improve: Cashier service needs to be improved
g. Key Activities	Create innovative packaging
h. Key Partnership	Create: Add partners in raw material suppliers
i. Cost Structure	

The Blue Ocean Strategy analysis stage does not make changes because OKUSA's opportunities and strengths are in good condition, only making improvements to each element to overcome existing weaknesses and threats. The improvements made are adding age segments with groupings, namely: 3-12 years, 13-17 years, 18-60 years. Initially, the grouping was only 3-60 years old. The Blue Ocean Strategy analysis stage for OKUSA shows that it does not make radical changes, the focus is on leveraging existing strengths and opportunities by overcoming weaknesses and threats, Since OKUSA's opportunities and strengths are in good shape, this strategy will involve continuous improvement and optimisation such as improving the quality of souvenir products and improving the quality of packaging.



Utilising strong resources, advanced technology (utilising Social Media and electronic Media, such as: FB, IG, Chat, Website, Radio Pama, Newspaper and Web Site LPB PABANET), an experienced team (there is HR improvement training), efficient business processes e.g. Payment systems can be Transfer and PO, and innovative products or services (Several product categories are available) will help maintain and increase competitive advantage.

Capitalising on market opportunities, such as exploring new segments, adopting useful technologies, and responding proactively to favourable regulatory changes, will expand market reach and revenue streams. Addressing weaknesses through internal audits, refining operational processes, investing in employee training, and improving customer relationship management that can increase overall efficiency and effectiveness e.g. product layout of the digalery according to product type. To reduce threats, OKUSA should diversify its product line, improve market research capabilities, and strengthen adaptability to regulatory changes.

Focusing on incremental improvements across business elements, such as optimising the supply chain, improving customer service, and enhancing marketing efforts, will contribute to better performance and increased customer satisfaction. This approach ensures that OKUSA remains resilient in the face of market dynamics by constantly moving towards untapped market space, or "blue oceans", where competition is minimal, and growth opportunities abound.

By capitalising on existing strengths and opportunities and systematically addressing weaknesses and threats, OKUSA can create a sustainable competitive advantage and ensure long-term growth and competitiveness in a dynamic business environment. The results show that market management needs to pay special attention to each element of its business model, especially the key activities and key resources elements. Market management can take advantage of existing opportunities to improve the quality of its services according to customer needs (Khairunnisa et al., 2019).

KEY PARTNERSHIPS - Business partners - Reseller partners - Customer - Raw Material Partner	KEY ACTIVITIES • Marketing • Delivery service • Employee Training • Financial reports - Packaging Innovation KEY RESOURCE • Innovations • Promotion • Build branding • Discounts	VALUE PROPOSITIVE • Competitive prices • Strategic gallery • Various products • Innovative taste • Has a superior and innovative taste	CUSTOMER RELATIONSHIPS • Social Media • Give away • Special discounts • Member Card CHANELS • Directseling • Website • Social media • Events	CUSTOMER SEGMENT • Age segment • Job Segment • Hobby Segment
COST STRUCTURE • Electricity & Water Costs • Internet Costs • Cost of 2 employees in the gallery • Costs for implementing events • Gallery Space Rental • Parcel Cost		REVENUE STREAMS • Profit sharing from partners • Cooking Class • CookingTrainer • Cooking competitions		
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Figure 4. New Business Model Canvas of Okusa Store

IV. CONCLUSIONS AND SUGGESTIONS

Conclusion

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The results of the research that has been carried out can be concluded that, the Business Model Canvas that has been implemented by Toko OKUSA, namely in Key Partnerships has the partners needed, Key Activities positive actions are carried out well, Value Proposition Toko OKUSA has more value in each product, customer relationships are carried out well to maintain relationships with customers, Customer Segment customers are well segmented, Key Resource has assets that support, Channels reach customers, Cost Structure the cost components used have been recorded, Revenue Streams continue to maintain customers.

The evaluation results on the IFAS score of 3.01 and EFAS of 2.92. The IE matrix shows cell IV, namely STABILITY and the SWOT diagram is in quadrant I, namely the Growth oriented strategy. The results of the Blue Ocean Strategy analysis and the results of the FGD, namely creating a strategy proposal, raw material partners in Key Partnership, packaging innovation in Key Activities and member cards in Customer Relations.

Suggestions

Based on the research results, the following are suggested:

1. OKUSA stores maintain the strategies that have been made and improve.
2. Addition of product innovation.

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