

SWOT Analysis of Sikeling Burger Business Development Strategy Using the Business Model Canvas Approach

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Abstract

Business Model Canvas (BMC) is a strategic management framework developed by Alexander Osterwalder, a Swiss business theorist and author. It provides a visual representation of the business model, enabling easy understanding and analysis of the key elements that drive the business. Micro Business is the smallest type of business within Micro, Small, and Medium Enterprises. This research aims to find out how the business model is carried out at the Sikeling Burger business in the city of Medan using SWOT Analysis and transformed into a Business Model Canvas. This research approach uses qualitative research. The results of the SWOT analysis on the IFAS matrix have a score of 2.062 and EFAS has a score of 2.025 which shows that Quadrant I produces an Aggressive Strategy that supports aggressive growth policies by utilizing all strengths to seize maximum opportunities. These results become the basis for the Business Model Canvas where development strategies are carried out in all blocks, namely maintaining customer segmentation as a source of income and increasing the value proposition such as maintaining products and consumer relationships as well as using social media for promotions to get a revenue stream from selling burgers and other items

Keywords: BMC, MSMEs, SWOT, Development Strategy

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INTRODUCTION

In business, strategy is the most important key. Because strategy is one of the most important factors in business development it can survive and compete (Baroto, 2017). Marketing strategy is making decisions regarding marketing costs from the marketing budget, taking into account the expected competitive environmental conditions (Tamika & Hidayatullah, 2017). Therefore, business people need to think about the right strategic plan so that the company they are involved in can increase profits and compete. Business strategy is closely related to the business model. Without a good business model, a company's business strategy cannot be implemented optimally (Hendrawan & Restuningsih, 2023). A business model is described as a tool that makes it easier for strategic planners and company owners to plan the right strategy for the company's business development (Almi, 2021).

The production of Sikeling Burgers increases every year and is well known to the wider community, especially in the Medan City area. In managing the Sikeling Burger business, of course, there are several problems faced when setting up a food business, including capital, financing, sales growth, and customers. The Sikeling Burger business experienced a decline in revenue in the middle of the year, this was related to the business strategy not being implemented optimally, on the other hand, the business did not yet have competent human resources in their field. According to (Soselisa, Raharja, & Suharjo, 2018) For long-term business sustainability, it is hoped that small entrepreneurs will be able to develop their businesses sustainably through economic empowerment and community support. Starting from determining the right financial strategy to utilizing digital technology for product marketing (Sylvia, 2017). Realizing this opportunity, the entrepreneur chose another path to develop his business (Fauziah, 2020). According to (Fitriani & Djamaludin, 2020) developing human resource competencies is the most prioritized solution which is carried out by conducting outreach, increasing awareness of this industry, and marketing strategies whose promotional designs can attract public interest in halal products.

With so many businesses being established, business actors have business strategies to develop and defend against business competition. The Business Model Canvas is suitable for mapping current activities based on success patterns in the sense of the Osterwalder Business Map Canvas (Rahmatang, 2019). The Business Model Canvas is a strategic management and entrepreneurship tool. This model makes it possible to explain, design, question, create, and design the business model (Setianingsih, 2018). To help solve the problems faced by Burger Sikeling, this research focuses on analyzing the Burger Sikeling MSME business model through the application of the Business Model Canvas (BMC). This business model can make it possible to see how the business model currently being implemented or the business model innovation that will be implemented can see the whole picture and can help answer business questions and evaluate each element (Prasetyo & Yuliati, 2018).

Based on the problems above, it can be concluded that economic actors, especially MSMEs, need to be equipped with different abilities, based on an understanding of strategies that can be used to face business competition (Satria, 2019). The results of the initial study of interviews and observations show that the owner of Burger Sikeling does not use the Business Model Canvas (BMC) approach in mapping his business. The business model canvas can depict the relationships between nine block elements, including customer segments, value propositions, channels, customer relationships, revenue relationships, key resources, key activities, key partnerships, and the cost structure of the business model, and these are represented visually. Thus, this business model carries out innovations that make the company easier to understand. Therefore, by implementing the Business Model Canvas as a company strategy, it aims to compete with this business competition and contribute to business development.

LITERATURE REVIEW

Development Strategy

Strategy is a plan of action that guides top management decision-making and the company's resources to implement it. Development strategy is a method or strategy used to attract new customers, increase business opportunities, and achieve profitability. According to (Anggraini, 2020) this development strategy is a comprehensive effort that requires support from senior leaders to improve the effectiveness and health of the organization by applying insights from behavioral science and using various intervention methods. According to (Hariwibowo & Wardhana, 2023) growth strategy is a process that increases organizational effectiveness and integrates individual desires for organizational growth and development. More specifically, this process is an effort to make planned changes that cover the entire system within a certain period, and an effort to make these changes relevant to the organization's mission.

According to Susilowati, (2021), strategy formulation includes setting goals strategic objectives and allocating matching resources with opportunities resource-based strategy.

Capabilities will include the ability to not only develop strategic objectives but also develop and implement strategic plans through the strategic management process. From these definitions, it can be concluded that strategy is a planning process that aims to achieve business goals over a long period by taking into account changes in environmental factors, both external and internal. Strategy is also a tool to obtain a company's competitive advantage.

Micro business

According to Law Number 20 of 2008, what is meant by micro business is a manufacturing business owned by an individual business organization that meets the criteria. Micro businesses as regulated in this law, specifically have a maximum total assets of IDR 50,000,000,- (Fifty million rupiah) and a maximum turnover of IDR 300,000,000,- (Three hundred million rupiah). According to the Central Statistics Agency (BPS), the definition of MSMEs is based on the number of the workforce. Small businesses are businesses that employ between 5 and 19 people, while medium businesses are businesses that employ between 20 and 99 people (Putra et al., 2021).

SWOT Analysis

According to Hartatik & Baroto, (2017), SWOT analysis as a strategic analysis tool for businesses can identify internal strengths and weaknesses and external opportunities and threats factors that influence the business. According to Djufri & Lukman, (2020), SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to minimize existing weaknesses, overcome future threats to strengthen strengths, and take advantage of existing opportunities to capture market segments and what strategies should be implemented to unite all clients' customers. According to Boedianto, (2015), SWOT analysis is a logic-based analysis that can maximize strengths and opportunities, but at the same time minimize weaknesses and threats. Experts provide different definitions of SWOT analysis, but in essence, this analysis aims to identify factors that influence business operations and frame the situation and conditions in a company from a SWOT perspective.

Business Model Canvas (BMC)

The Business Model Canvas (BMC) is a strategic tool that can be used to explain business models and explain the reasons for how organizations create, deliver, and capture value in business (Rahayu & Sandy, 2022). Business Model Canvas is a business model that briefly explains 9 business elements to determine the goals to be achieved in business operations and the business strategy to be implemented. According to Setiyawati & Indradewa, (2021), BMC is divided into 9 factors or business aspects which are explained, among others, customer segments customer segmentation, customer segmentation is the activity of dividing the market into many groups consisting of different buyers, where each group consisting of buyers who have the same characteristics. Value proposition value offered, Value proposition is the value or uniqueness of a product or service that determines whether customers will choose it or not. Channels are a forum or place provided to communicate with customers so that customers can communicate the value proposition offered this can make customers aware of the existence of the product or service. Customer Relationship is a relationship that a company builds with customers in certain market segments. Revenue Stream is income that can be measured in the form of money that the company receives from customers.

Next, Key Resources are resources that enable an organization to carry out activities aimed at providing added value, accessing markets, maintaining relationships with customer segments, and achieving revenue. Key Activities are a series of activities in an organization that aim to create a desired product or service. Key Partnership is a cooperation agreement between two or more companies with the same goal, namely carrying out certain joint projects by coordinating capabilities and resources as well as other activities. Finally, the cost structure is a detailed analysis of all costs related to a company's business activities.

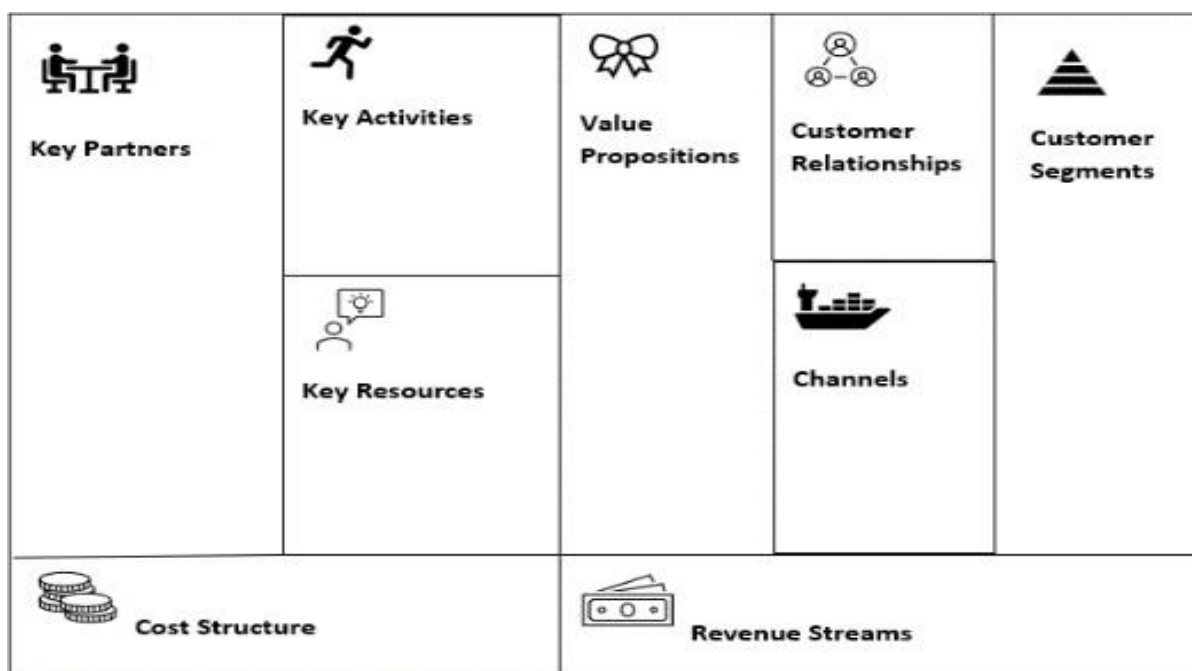


Figure 1. Nine blocks of the Business Model Canvas

A business model framework helps business owners determine the type of business and business goals. The business model canvas contains business references which can then be developed as the business starts. Apart from helping business owners create a business plan, it also clarifies the direction of their business. The aim and benefits of this research are to encourage the development of young entrepreneurs or potential entrepreneurs, who can apply business in-depth, as well as encourage and support the development of entrepreneurial practice learning and the growth of interest in entrepreneurship. The Business Model Canvas was first developed by a Swiss business theorist and writer named alexander osterwalder through his book entitled Creating the Business Model. There are many different professional definitions of the canvas business model, but basically, the canvas business model includes nine elements namely, customer segmentation, value proposition, channels, customer relationships, revenue, key resources, key activities, key partnerships, and costs.

RESEARCH METHODOLOGY

This research is descriptive research using the case study method. According to Sugiyono (2019), descriptive research is a form of research that aims to describe existing phenomena, both natural and man-made. These phenomena can be presented in forms, activities, characteristics, changes, relationships, similarities, and differences between one phenomenon and another. The selection of respondents was carried out deliberately purposive sampling taking into account that the respondents concerned had expertise and competence in their field. The respondents of this research are the owner of Burger Sikeling, the Manager of Burger Sikeling, and 2 permanent employees. This research was conducted at Burger Sikeling located at Jl. STM 30-24, Medan Amplas, North Sumatra. The data used in this research includes primary and secondary data. The data used in this research uses primary data through interview techniques with Burger Sikeling business owners and field observations. Observations were carried out by directly observing the production process carried out at Burger Sikeling as well as the sales process. The data analysis technique in this research is where data is taken from various sources, using different data collection techniques triangulation and carried out continuously until the data is saturated. Analysis

is the process of organizing a series of data, and arranging them into basic patterns, categories, and units of description.

Data analysis is the final step in research before concluding. This data analysis includes interview data and documents compiled to find similarities and differences according to the research questions. Next, organized data is identified based on topics. Of course, look for connections between topics. Then interpret the results in terms of relationships between topics using relevant theories. Next, the results of the interpretation are expressed in the form of contextual descriptive analysis. The data analysis technique in SWOT analysis uses weighting of the results of questionnaires that know about the business and its stakeholders (IFAS and EFAS Matrix). The IFAS and EFAS matrices are used to give weight to internal and external factors and are identified in the SWOT analysis diagram to determine the location of the strategic quadrant. The IFAS (Internal Factor Analysis Strategy) matrix is used to understand the company's internal factors, while the EFAS (External Factor Analysis Strategy) matrix is used to understand the company's external or external strengths and weaknesses. Business Model Canvas technical analysis carries out analysis steps, namely mapping the 9 BMC components and mapping the 9 BMC components using SWOT.

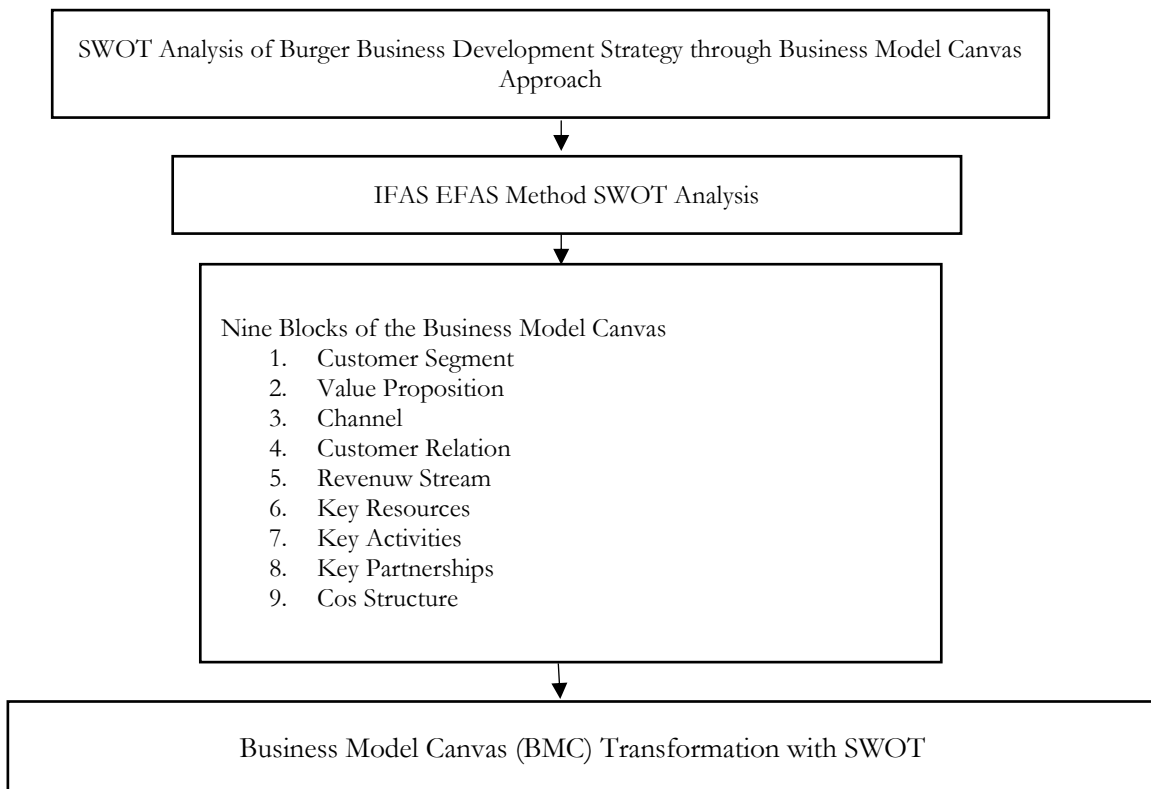


Figure 2. Research Model

RESULTS AND DISCUSSION

Business Model Canvas

The business model approach must be innovative so that the organization can survive in a rapidly changing business environment. In this development, there are additional points that can make Burger Sikeling a competitive company and can also overcome existing problems. This includes customer segments, customer relationships, channels, value propositions, key activities, key resources, key partners, cost structures, and revenue streams. Business development can be done by adding, namely.

Table 1. Results of the Burger Sikeling Canvas Business Model Mapping Research

| Key Partners | Key Activities | Value Propositions |
|---|--|--|
| Bread Supplier | Preparing to cook burgers and other items | Convenient and affordable place |
| Frozen Food Supplier | Managing Inventory | Quality raw materials |
| Fruit Supplier | Ordering supplies | Abundant yet cheap toppings |
| Vegetable Supplier | Advertising the business | |
| Meat Supplier | | |
| Other supporting | | |
| Customer Relationship | Customer Segments | Key Resources |
| Friendly service | Consumers of all ages | Cooking utensils |
| Can communicate directly with the owner | Consumers who like to eat fast food | Quality raw materials |
| Consistency of flavor quality | Women who like unique food | Skilled employees |
| | Office workers | |
| | Teenagers | |
| Channels | Cost Structure | Revenue Stream |
| Physical storefront | Raw materials for making burgers and other items | Sales of burgers and other items |
| Online ordering | Rent and equipment costs | Revenue from catering events and parties |
| Social Media | Employee salary | |
| | Marketing expenses | |
| | Utility costs | |

Data source: Processed by the author 2024

SWOT Analysis

SWOT analysis was carried out to determine the strengths, weaknesses, threats, and opportunities possessed by Burger Sikeling. Determining the factors in SWOT is obtained through direct observation and interviews with business owners. Apart from that, the determination of data calculations is also the result of distributing questionnaires to the Sikeling Burger business.

Table 2. Identification Factors Internal Swot Of Burger Sickling

| Internal Factors | | | | |
|-------------------------|---|---------------|----------------|--------------|
| No | Strength | Weight | Ratings | Score |
| 1 | Consumers from all walks of life Customer Segment | 0.15 | 5 | 0.75 |
| 2 | Consistency of Taste Quality Customer Relationship | 0.10 | 4 | 0.40 |
| 3 | Affordable Price Value Proposition | 0.10 | 4 | 0.40 |
| 4 | Having Skilled Employees Key Resources | 0.10 | 4 | 0.40 |
| 5 | Carrying out promotions via social media key activities | 0.125 | 5 | 0.635 |

| | | | | |
|-------------------------------|--|---------------|----------------|--------------|
| Total Strength Strength | | 0.575 | | 2.575 |
| No | Weaknesses | Weight | Ratings | Score |
| 1 | Lack of sustainable relationships with partners (Key Partners) | 0.10 | 3 | 0.3 |
| 2 | Unstable raw material prices (Cost Structure) | 0.15 | 4 | 0.6 |
| 3 | Limited production capacity (Revenue Steam) | 0.05 | 3 | 0.15 |
| 4 | Lack of workforce to manage online orders (Channel) | 0.125 | 4 | 0.5 |
| Total Weaknesses (Weaknesses) | | 0.425 | | 1.55 |
| Total Internal Factors | | 1.00 | | 4.125 |

Data source: Processed by the author 2024

The IFAS internal strategy factor results have a matrix score of 4.125. The total score indicates that the Sikeling Burger Business still has opportunities that can be exploited to gain profits. Internal strength is influenced by several factors, namely the 1st strength factor, namely Consumers from all walks of life customer segment with a score of 0.75, while the most influential weakness factor is the the second weakness is unstable raw material prices cost structure with a score of 0.6. In external factors, there are 5 opportunity factors and 4 threat factors. After knowing these external factors, a strategy analysis was carried out using the EFAS table. The weights and ratings in the EFAS table are obtained from the results of the questionnaire that has been filled in by the informant.

Table 3. Identify External Factors SWOT Burger Sikeling

| External Factors | | | | |
|-------------------------|--|--------|---------|-------|
| No | Opportunity | Weight | Ratings | Score |
| 1 | Has the potential to attract millennial generation consumers (Customer Segment) | 0.15 | 4 | 0.6 |
| 2 | Providing good service for consumers (Customer Relationship) | 0.05 | 4 | 0.2 |
| 3 | Creating new and unique food lines that are rarely available on the market (Value proposition) | 0.15 | 4 | 0.6 |
| 4 | Creating employees who are skilled in their fields (Key Resource) | 0.10 | 4 | 0.4 |
| 5 | Participate in culinary events (Key Activities) | 0.05 | 5 | 0.25 |
| Total Strength Strength | | 0.5 | | 2.05 |
| No | Threat | Weight | Ratings | Score |
| 1 | Dependency on other suppliers (Key Partners) | 0.15 | 4 | 0.5 |

| | | | | |
|------------------------|--|-------|---|-------|
| 2 | Cost variables for changing buying and selling products (Cost Structure) | 0.125 | 4 | 0.5 |
| 3 | Raw Material Fluctuations (Revenue Steam) | 0.1 | 4 | 0.4 |
| 4 | Changing trends in the f&b industry (Channels) | 0.125 | 4 | 0.6 |
| Total threat | | 0.5 | | 4.05 |
| Total External Factors | | 1.00 | | 4.125 |

Data source: Processed by the author 2024

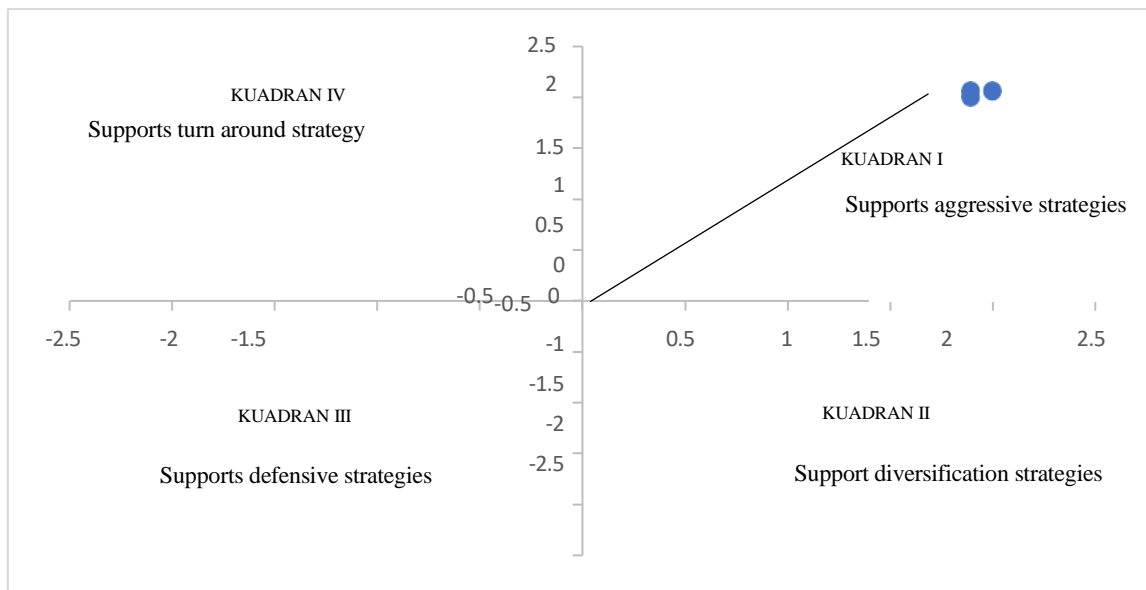


Figure 3. IFAS and EFAS Matrix Diagram

Data source: Processed by the author 2024

Based on Figure 3, the strengths and opportunity factors are in a positive position, while the weaknesses and threats are also in a positive position. In the diagram, it is located in quadrant I, which can be said that a business is growing in the sense that the Sikeling Burger Business supports an aggressive strategy growth-oriented strategy, which includes market penetration by expanding market share in the long-term through marketing/promotional efforts, improving services to maintain and attract new customers and innovate in product development to pursue growth, increased sales, profitability, and flexibility.

Table 4. SWOT Analysis of the Sikeling Burger Business

| Strength | Weaknesses |
|--|--|
| Consumers from all walks of life (Customer Segment) | Lack of sustainable relationships with partners (Key Partners) |
| Consistency of Taste Quality (Customer Relationship) | Unstable raw material prices (Cost Structure) |
| Affordable prices (Value Proposition) | Limited production capacity (Revenue Steam) |
| Have Skilled Employees (Key Resources) | |

| | | |
|--|---|---|
| Carry out promotions via social media (Key Activities) | | |
| Opportunity | S-O Strategy | W-O Strategy |
| Has the potential to attract millennial generation consumers (Customer Segment) | Utilizing the millennial generation with digital promotional media (S5, O1) | Maintain sustainable relationships with partners and understand and meet the needs of millennial generation consumers (W1, O1) |
| Providing good service for consumers (Customer Relationship) | Creating new food at affordable prices (S3, O3) | Strengthen relationships between customers and suppliers (W2, O2) |
| Creating a new and unique food line that is rarely available on the market (Value proposition) | Foster employee performance so that they are competent in their field (S4, O4) | Considering the production produced by creating new products to maintain capacity limitations (W3, O3) |
| Creating employees who are skilled in their fields (Key Resource) | Participate in Culinary Event Activities and promote them through social media (S5, O5) | Recruitment of workers by conducting appropriate training in their field (W4, O4) |
| Participate in culinary events (Key Activities) | provide polite, friendly, and empathetic service, and provide security guarantees | |
| Threads | S-T Strategy | W-T Strategy |
| Dependence on other suppliers (Key Partners) | Carry out application-based services by following changing trends (S5, T4) | Maintain good relationships with partners and suppliers (W1, T1) |
| Cost variables for changing buying and selling products (Cost Structure) | Maintain relationships with partners to overcome volatility in raw material prices (S3, T3) | Determine the selling price of the product by determining the capital price and selling price (W2, T2) |
| Raw Material Fluctuations (Revenue Stream) | Form quality human resources to overcome variable costs (S4, T2) | Manage fluctuations in raw material needs (W3, T3) |
| Changing trends in the f&b industry (Channels) | Form relationships with other suppliers to remain consistent (S2, T1) | Implementing an automated system to process orders online can help reduce the workload that must be handled by employees (W4, T4) |

Data source: Processed by the author 2024

The strategy that must be applied in this position is aggressive. An aggressive strategy is a strategy that utilizes all strengths to seize and exploit opportunities as much as possible. The strategy that Burger Sikeling must implement is the SO Strategy.

Transforming the Sikeling Burger Canvas Business Model with SWOT

After carrying out a SWOT analysis and producing alternative business development strategies, we obtained a renewal or transformation of the business model canvas of the Sikeling burger business with the strengths opportunity indicator, namely by utilizing the millennial generation with digital promotional media (S5, O1). Creating new food at affordable prices (S3, O3). Fostering employee performance so that they are competent in their field (S4, O4). Participate

in culinary event activities and promote them through social media (S5, O5), and then provide polite, friendly, and empathetic service, as well as guarantee security and credibility (S2, O2). Canvas Model Business Transformation with S-O indicators, namely Customer Segments. The target customer segment for the Burger Sikeling business is all consumers of all ages, consumers who like fast food, women who like unique food, teenagers, and office workers (Nita et al., 2021). In this block, there are no changes, MSMEs remain focused on existing customer segments. Value Propositions, the value proposition created by the Sikeling Burger business is having a comfortable and affordable place and choosing quality raw materials. The typical Sikeling Burger has a unique abundance of toppings but is served at a cheap price. The existing value proposition of the Sikeling Burger is maintained and creates new food at affordable prices

Meanwhile, Channels, the Sikeling burger business uses direct and indirect channels. The direct channel type is a physical storefront location where customers come directly to the production site to buy the product. Indirect channels include online ordering and delivery and marketing via social media. In this block, you need to add participating in culinary event activities and promoting them via social media. Customer Relationships, in the Sikeling Burger Business, consumers can communicate directly with employees and owners with friendly and welcoming service. To retain consumers, Burger Sikeling must have consistent taste quality. Existing customer relationships are maintained and added to, such as providing polite, friendly, and empathetic service, as well as providing security and credibility guarantees. Next to Revenue Streams, the Sikeling Burger Business has a revenue stream through selling burgers and other items and providing catering for events and parties. In this block, you can also consider utilizing the millennial generation with digital promotional media. Key Resources, the Sikeling burger business has the most important sustainable assets, namely cooking equipment such as stoves and grills, fresh food raw materials, and other menu items, and has skilled employees in the kitchen. In the block, you need to add: Developing employee performance so that they are competent in their field. Key Activities, Sikeling burger activities start from preparing to cook burgers and other items, managing inventory and ordering supplies as well as marketing and advertising the business. In this block, the Sikeling burger business can increase efficiency and productivity.

In quality control, companies must also pay attention to efficiency and productivity. This can be done by optimizing the production process, reducing production time, and minimizing production costs. Key Partnerships, the Sikeling burger business has several partners consisting of bread suppliers, frozen food suppliers, fruit and vegetable suppliers, chicken and beef suppliers as well as supporting suppliers of other ingredients. In this case, the Sikeling burger business needs to maintain good relationships with suppliers to maintain price stability (Zuhrinal Nawawi, Anisa, & Nawawi, 2022). Cost Structure, the costs incurred by Burger Sikeling are raw materials for making burgers and other items, rental and equipment costs, employee salaries, utility costs, and marketing costs. In this block, it is necessary to reduce overhead costs. Overhead costs are costs that are not directly related to the production process, such as rent, utilities, and insurance costs (Romadhon & Rahma, 2022). To reduce overhead costs, companies can carry out preventative maintenance, reuse old equipment spare parts, and budget higher estimated overhead costs in the existing cost structure.

CONCLUSION

The results of research carried out when analyzing internal and external factors show that the IFAS Matrix for the X-Axis is $\text{total IFAS}/2 = 4.125 / 2 = 2.062$. Meanwhile, in the EFAS Matrix for the Y-Axis, the total $\text{EFAS}/2 = 4.05 / 2 = 2.025$. The results of these calculations, the IFAS score obtained is 2.062 which is then used as the X axis, while the EFAS score obtained is 2.025 as the Y axis. From the results of this analysis, the company's position is in quadrant I. This position is the best because the company is located in an area that supports aggressive growth policies by utilizing all strengths to seize and exploit maximum opportunities. The strategy that must be applied in this position is aggressive. An aggressive strategy is a strategy that utilizes all

strengths to seize and exploit opportunities as much as possible. The strategy that Burger Sikeling must implement is the SO Strategy, namely first by utilizing the millennial generation with digital promotional media (S5, O1). Second, creating new foods at affordable prices (S3, O3). Third, develop employee performance so that they are competent in their field (S4, O4). Fourth, take part in culinary event activities and promote them through social media (S5, O5), and finally provide polite, friendly, and empathetic service, as well as providing security and credibility guarantees (S2, O2). The results of mapping the current business conditions of Burger Sikeling found that it covers all the elements in the business model canvas (BMC). The SWOT analysis that has been carried out, produces business model recommendations with the right Business Model Canvas for Burger Sikeling.

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