

Implementation Of Business Model Canvas In Kampung Batik SMEs Bogor To Encourage National Economic Growth

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Abstract—The batik industry has a very important role in the national economy. Throughout 2022, the export value of batik and batik products exceeded USD64.56 million, an increase of 30.1 percent compared to the achievements in 2021. The research objectives are to find out: 1) How is BMC Implementation; 2) How is the Impact of BMC Implementation. This research uses a qualitative research model. According to Miles and Huberman (1992), analysis activities consist of three streams of activities that occur simultaneously, namely data reduction, data presentation, and conclusion drawing/verification. BMC implementation in Kampung Batik SMEs: 1) Customer Segment: fashion lovers; 2) Value Proposition: quality, attractive design; 3) Channels: the role of information technology; 4) Revenue Stream: educational tours; 5) Customer Relationship: relationship with consumers; 6) Key Activities: social media, offering products through market place; 7) Key Resources: equipment, human resources; 8) Key Partners: Raw material providers; 9) Cost Structure: production costs. The impact of BMC Implementation on UMKM Kampung Batik can provide clear information about: 1) the target customers; 2) the value or benefits offered; 3) the methods to communicate; 4) how to obtain revenue; 5) the relationships to be built by a certain market share; 6) a series of activities to be carried out to create products or services needed by customers; 7) the main resources that must be available; 8) who to cooperate with; 9) the costs used to provide value to customers.

Keywords— Business Model Canvas, SMEs, Kampung Batik

I. INTRODUCTION

The Micro, Small and Medium Enterprises (SMEs) sector plays a significant role in the national economy, especially in creating jobs and increasing people's income. SMEs need to rise with a spirit of innovation and novelty, and be supported by collaboration and synergy between stakeholders to encourage their role in achieving inclusive and sustainable economic growth. The Governor of Bank Indonesia mentioned that the revival of SMEs can be achieved through three keywords. First, consistency is needed in improving the quality and added value of products to increase the competitiveness of SMEs. Second, innovation must be improved so that SMEs are able to face digitalization and changing market trends. A more creative, innovative, and adaptive transformation of SMEs is also important to expand market access and supply chains, as well as strengthen access to financing. Third, synergy is needed to create more effective policies and programs, expand the market for Indonesian SME products, improve quality and competitiveness, and encourage love and pride for domestic products. (<https://www.bi.go.id> , 2023).

One of the SMEs in Indonesia is batik. For the people of Indonesia, batik is well known and has even gone global. As the nation's ancestral heritage, batik combines art and technology, with diverse patterns that are full of philosophy and meaning. Until

now, batik continues to be developed. In the modern era, batik has become one of the economic pillars of Indonesian society. Through various innovations, batik is no longer just a patterned cloth, but has been adapted into various fashion products, ranging from clothing with various models to supporting accessories (<https://www.kompas.id> , 2023). Based on data from the Central Statistics Agency (BPS), the export value of batik in 2022 recorded a value of US\$64.56 million, when compared to 2021, it increased by 35 percent, namely US\$46.24 million(<https://ekonomi.bisnis.com/> , 2023)

The batik industry plays a very important role in the national economy. In 2022, the export value of batik and batik products reached USD64.56 million, an increase of 30.1 percent compared to 2021. Meanwhile, in the period January to April 2023, the export value of batik and batik products was recorded at USD26.7 million, with a target of reaching USD100 million throughout 2023 (<https://kemenperin.go.id/> , 2023).

During the January-April 2023 period, exports of batik and batik products have reached US\$26.7 million, with a target of reaching US\$100 million by the end of 2023. The Ministry of Industry (Kemenperin) provides full support to batik industry players who have switched to an environmentally friendly industry. In 2022, the government has compiled a book entitled Getting to Know the Environmentally Friendly Batik Industry, which can serve as a guideline for industry players in carrying out the transformation. To improve the competitiveness of Indonesian batik, the Ministry of Industry encourages the manufacture of environmentally friendly batik, aiming to increase the efficiency of the use of raw materials, energy, and water, and reduce the waste produced. This effort is in line with the implementation of green industry principles that support a sustainable economy. (<https://industri.kontan.co.id/> ,2023)

According to data from the Center for Handicrafts and Batik (BBKB) of the Ministry of Industry, there are around 3,159 batik business units spread throughout Indonesia. Of these, there were 208 large and medium-scale batik industry units in 2021, while micro, small and medium-sized batik businesses were recorded at 2,951 units in 2018. In more detail, micro-scale batik businesses reached 1,794 units, the largest number compared to other business categories. Meanwhile, small-scale businesses totaled 815 units, and medium-sized businesses totaled 342 units as shown in Figure 1.



Figure 1 Number of Batik Industries in Indonesia by Business Scale (<https://databoks.katadata.co.id/> , 2023)

Based on data from the Center for Handicrafts and Batik (BBKB) of the Ministry of Industry, there are 3,159 batik business units throughout Indonesia. Of these, 208 units are large-medium batik industries (2021), while micro-small-medium batik businesses totaled 2,951 units (2018). In terms of distribution, Central Java province has the largest number of batik businesses, with 2,191 micro-small-medium business units and 108 large-medium scale business units. Other provinces with a significant number of batik producers include East Java, Bali, DI Yogyakarta, West Java, Jambi, Banten, South Kalimantan, DKI Jakarta, and West Sumatra, as shown in the graph in Figure 2.

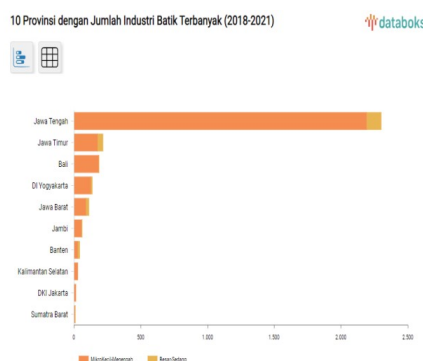


Figure 2. 10 Provinces with the Most Batik Industries (<https://databoks.katadata.co.id/> , 2023)

The destination countries for Batik exports from Indonesia are shown in Figure 3. Below

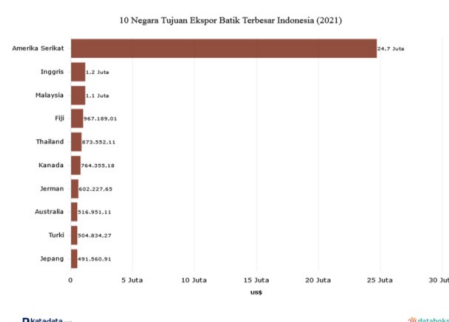


Figure 3 Batik Export Destination Countries (<https://katadata.co.id/> , 2023)

A business model is a way of working used by business actors to make a profit (Sri Wardhani, 2020). Business actors must be careful in choosing the right business model by considering existing economic conditions and market opportunities, as well as overcoming various internal factors that affect the organization's ability to make the necessary changes. A dynamic business model must be able to carry out two main aspects, namely the evolution of the business model over time to adapt to changes in the business environment, and the continuous assessment of the value generated by the model. In the midst of today's uncertain and competitive conditions, absolute competitive advantage no longer exists, but rather businesses must fight together with their ecosystem. (Rantoko Gadang, 2020).

Business Model Canvas (BMC) is a tool designed to help companies thoroughly understand the business model that is being or will be run. Through BMC, businesses can see their business from a broad but detailed perspective, covering all key elements related to the business (Osterwalder, 2010). This allows companies to get a complete picture that makes it easy to answer various business-related questions. By evaluating each key element, the company can more easily analyze aspects that are less precise and take the necessary steps to achieve business goals. Recently, BMC has been widely used in business mapping in various sectors, including by distributors. In this case, BMC serves as a framework for mapping the business to optimize its performance, including improving certain aspects such as strengthening relationships with key partners, so that partnerships are not disrupted when there is an increase in sales (Royan, 2014).

Based on the paradigm that has been discussed, Kampung Batik SMEs need to be careful in determining the appropriate type of business model by considering the existing economic conditions and market opportunities, as well as overcoming various internal

factors that affect the organization's ability to make the necessary changes. Thus, problems can be formulated for the SMEs actors of Kampung Batik, how: 1) Implementation of Business Model Canvas on SMEs of Kampung Batik Bogor; 2) The Impact of the Implementation of the Business Model Canvas on SMEs Actors of Kampung Batik Bogor. Referring to the problems proposed to be solved, the research objectives are to find out: 1) How the Implementation of Business Model Canvas on SMEs Actors of Kampung Batik Bogor; 2) How is the Impact of the Implementation of the Business Model Canvas on SMEs P Actors of Kampung Batik Bogor.

The State-of-the-Art of this research are: 1) Business Model Canvas as a strategic tool to identify, design, and improve business models; 2) Implementation of BMC on an SMEs scale to improve competitiveness and operational efficiency; 3) Case studies of SMEs that have successfully implemented BMC. Novelty of this research is that it focuses on SMEs in the batik sector in Kampung Batik Bogor, which has unique characteristics.

II. RESEARCH METHODOLOGY

A. *Type and Source of Data*

The author chose this qualitative approach because, (1) the title of this research proposal requires a complex picture, which includes an analysis of words, detailed reports from the respondent's point of view, and studies in a natural context. (2) The formulation of the problem raised in this proposal requires the author to be directly involved in the research. (3) Qualitative methods are more sensitive and able to adapt to the various nuances of influence that exist on the patterns of value under study. So that the results of obtaining these data will be able to interpret the research entitled "Implementation of Business Canvas in Kampung Batik SMEs to Encourage National Economic Growth". In this research, there are three sources of data. The three data sources are: 1) Person, which is interaction, questions, and consultation with experts or resource persons; 2) Place, which refers to the location or object at the research site; 3) Paper, which includes documents, books, magazines, or other written materials, both in the form of theories, research reports, and previous findings (Arikunto, 2010). To collect primary data, the method that can be used is interviews (questionnaires). Secondary data is data obtained indirectly or through third parties, or from historical reports that have been compiled in archives, whether published or not.

B. *Data Collection Technique*

Data Collection Technique: 1) Interview; 2) Observation; 3) Literature study and internet browsing.

C. *Data Processing*

This research adopts a qualitative research model with the aim of obtaining a comprehensive picture of a phenomenon from the point of view of the individual under study. Qualitative research deals with the ideas, perceptions, opinions, or beliefs of the person under study, all of which cannot be measured using numbers (Basuki, 2006). Qualitative data analysis is carried out when the empirical data collected is qualitative, which is a collection of words and not a series of numbers, and cannot be grouped into categories or classification structures. Data can be collected through various means (observation, interviews, document summaries, sound recordings), and usually must be processed before use (through recording, typing, editing, or transcribing). However, qualitative analysis still uses words arranged in the form of a broader text, and does not rely on mathematical or statistical calculations as an analytical tool.

According to Miles and Huberman (1992), analysis consists of three processes that take place simultaneously, namely data reduction, data presentation, and conclusion drawing/verification. This process takes place simultaneously, meaning that data reduction, data presentation, and conclusion drawing/verification are interconnected in a cycle and interaction that occurs before, during, and after data collection, forming a general insight called "analysis" (Ulber Silalahi, 2009). Data analysis techniques applied in qualitative research include transcription of interview results, data reduction, analysis, data interpretation, and triangulation. From the results of this analysis, conclusions can be drawn. The following is the data analysis technique used as shown in Figure 4

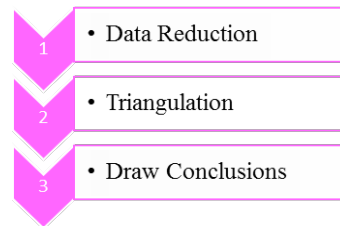


Figure 4 Qualitative Data Analysis Technique

Data analysis in this study applied data analysis techniques developed by Miles and Huberman. The stages of data analysis according to Miles and Huberman (1992) cited in Sugiyono (2012) include (1) data reduction, (2) data presentation, and (3) conclusion drawing verification

The data in this study will be analyzed in three ways, namely data reduction, data presentation, and conclusion drawing, which are carried out simultaneously. Data reduction is done by in-depth analysis, grouping, directing, deleting unnecessary information, and organizing data. This process also includes selecting and summarizing documents that are relevant to the problem formulation. After that, data presentation is done by compiling the information obtained, which is then followed by drawing conclusions. The data collected will be grouped, patterns will be sought, and conclusions will be drawn. Data analysis in this research is interactive and continues until all the necessary data is collected (Sugiyono, 2012). To ensure the validity of the data, researchers used triangulation techniques. In this study, the triangulation applied is triangulation technique, which is done by comparing data obtained from interviews, observations, and documentation

D. Research Stages

In this research, there are several stages that need to be carried out to ensure that the research process takes place with direction, focus, and achieve optimal validity and expected results (Sugiyono, 2012). The research stages include: 1) Preparatory stage before going to the field; 2) The implementation stage in the field; 3) Data analysis stage. Thus, the conditions and recommendations for each block in the Business Model Canvas for Kampung Batik can be clearly mapped. In general, the BMC is designed by considering nine main blocks that need to be considered in mapping the business model, and the nine blocks are summarized in one canvas (1 page). Below is an image of the Business Model Canvas

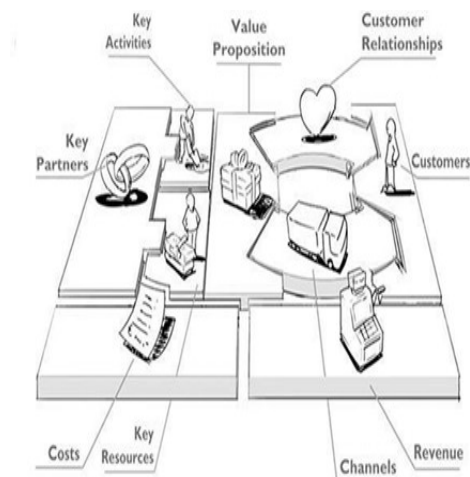


Figure 5 Business Model Canvas (BMC) (Source: Osterwalder & Pigneur, 2010)

Based on Figure 5 above, the nine blocks in the Business Model Canvas can be explained as follows: 1) Customer Segments; 2) Value Propositions; 3) Channels (Communication, Distribution, and Sales Channels); 4) Customer Relationships; 5) Revenue Streams; 6) Key Resources; 7) Key Activities; 8) Key Partnerships; 9) Cost Structure. By analyzing the nine components of the

Business Model Canvas, we can get a comprehensive picture of the business in one canvas. The result of this research is a Business Model Canvas for UMKM Kampung Batik that includes nine blocks, namely Customer Segment, Value Proposition, Channels, Customer Relationship, Revenue Resources, Key Activities, Key Partnership and Cost Structure

III. RESULTS AND DISCUSSION

A. *Implementation of Business Model Canvas by Kampung Batik SMEs*

- 1) Customer Segments. Focuses on customer groups that have an interest in regional batik products. The main customers consist of local and tourist segments who appreciate the cultural value and uniqueness of the products they buy. In addition, Kampung Batik SMEs also target markets from schools, government institutions, and fashion enthusiasts who value batik as part of Indonesian culture. Kampung Batik provides products with various motifs and fabric variations, ranging from written batik to stamped batik, to reach customers with diverse tastes.
- 2) Value Propositions. Kampung Batik SMEs provide added value by presenting local batik motifs typical of Bogor that combine traditional cultural elements and a modern touch. The manual or semi-manual production process adds uniqueness and distinctiveness, making customers feel like they are getting an exclusive product. Apart from the quality of the products, added value is also created through the educational tourism experience in the batik village, where visitors can learn first-hand about the batik making process, making the products more meaningful.
- 3) Channels. Kampung Batik SMEs implement distribution strategies through various channels. Sales are conducted in physical stores located in the village area, as well as through participation in local and national cultural and fashion exhibitions. In addition, Kampung Batik also utilizes online channels such as social media and e-commerce platforms to reach a wider market. The use of these digital channels expands the distribution reach without being bound by geographical location, so that their products can be recognized in national and international markets.
- 4) Revenue Streams. The main source of income for Kampung Batik SMEs comes from the sale of batik products in various variations, including clothing, fabrics, and accessories. In addition, revenue is also derived from educational services such as batik-making workshops and tour visits offered to visitors, both local and international. By expanding the variety of products and providing attractive tour packages, Kampung Batik seeks to maximize the potential income from various sources
- 5) Customer Relationships. Kampung Batik SMEs establish relationships with customers through a personalized and educational approach. Visitors can enjoy an interactive experience through batik-making workshops. In addition, customer relationships are strengthened by providing satisfactory after-sales service and open communication, both through online and offline channels. Kampung Batik also actively cooperates with batik-loving communities and government agencies in events that promote batik culture, which in turn increases customer loyalty.
- 6) Key Activities. Kampung Batik SMEs are involved in the process of batik design, production, and marketing. Batik making goes through various stages, from motif creation, dyeing, coloring, to finishing, most of which use traditional methods. In addition, marketing activities are conducted through social media, participation in exhibitions, and collaboration with cultural communities, all of which are key steps to reach more customers.
- 7) Key Resources. The key resources required to create added value for customers are the batik makers, who are important assets in realizing the value proposition.
- 8) Key Partnerships. This includes collaboration with suppliers of raw materials such as fabrics and natural dyes, as well as with parties that support marketing, such as local governments, batik communities, and educational institutions. The aim of this collaboration is to ensure the availability of quality raw materials and strengthen the campaign to promote batik as a cultural heritage. In addition, support from the government also plays a role in human resource development and infrastructure improvement in Kampung Batik SMEs.

- 9) Cost Structure. The costs borne by Kampung Batik SMEs include production costs that include the procurement of raw materials such as fabrics, waxes, and natural dyes, as well as operational costs consisting of labor wages and equipment maintenance. In addition, expenses for marketing activities and participation in exhibitions are also an important part of the total costs. To reduce costs, Kampung Batik SMEs try to improve efficiency in the production process and establish good cooperation with local suppliers to obtain quality raw materials at competitive prices.

B. Impact of Business Model Canvas Implementation on Kampung Batik SMEs Actorss

- 1) The implementation of Customer Segments in Kampung Batik SMEs has a positive impact on SMEs players by increasing their focus on serving appropriate customer segments, such as tourists, batik enthusiasts, and educational institutions. By understanding the various customer profiles, Kampung Batik SMEs can offer products tailored to the preferences of each segment, both in terms of batik motifs and product types, such as clothing, accessories, and traditional fabrics. This contributes to increased sales, as the products offered become more relevant to market needs.
- 2) The impact of implementing Value Propositions is seen in the increased attractiveness of Kampung Batik SMEs products, thanks to the uniqueness of Bogor's distinctive local motifs that function not only as merchandise, but also as cultural artworks. By presenting products that have high cultural value and educational experience, Kampung Batik SMEs is able to attract more customers. These advantages generate a positive image for Kampung Batik SMEs, increase customer loyalty, and open up opportunities to expand the market, both nationally and internationally.
- 3) The impact of the implementation of Channels, which includes both offline and online sales, has a significant impact on Kampung Batik SMEs. Sales in physical stores allow direct interaction with customers and create a more personalized shopping experience. On the other hand, the use of digital channels such as social media and e-commerce expands the marketing reach, so that the products of Kampung Batik SMEs can be reached by a wider market without location restrictions. With the diversification of sales channels, the revenue of Kampung Batik SMEs has also increased.
- 4) The impact of implementing the Revenue Streams element significantly helps maximize the revenue sources of Kampung Batik SMEs. Apart from the sale of batik products, the diversification of revenue through educational programs, such as batik-making workshops and cultural tour packages, adds new sources of income for Kampung Batik SMEs. This approach not only increases revenue, but also creates opportunities for cooperation with the tourism and education industries, so that Kampung Batik SMEs can expand their business development
- 5) In implementing Customer Relationships, the Kampung Batik SMEs successfully fostered closer relationships with customers through personal and interactive approaches. Batik education programs, such as workshops, provided customers with the opportunity to experience the batik-making process firsthand, thereby enhancing their satisfaction and engagement. These positive relationships not only increased customer loyalty but also strengthened the customer base, ultimately contributing to long-term sales growth.
The impact of applying Key Activities on Kampung Batik SMEs is evident in improved productivity and efficiency. The traditionally manual batik production processes have seen improvements in time and resource management, enabling Kampung Batik SMEs to meet market demands more quickly. Additionally, more organized marketing activities, both offline and online, have allowed these businesses to reach customers more effectively and enhance their brand image.
- 6) In the aspect of Key Resources, Kampung Batik SMEs recognize the importance of human resources and high-quality materials for sustaining their business. This focus has encouraged skill development among workers to produce high-quality products while ensuring the availability of raw materials through partnerships with local suppliers. By managing resources more effectively, Kampung Batik MSMEs maintain product quality and production efficiency, thereby increasing their competitiveness in the market.
- 7) Key Partnerships also have a significant impact on Kampung Batik SMEs Collaborations with local governments, cultural communities, and educational institutions provide these businesses with support in the form of training, market access, and product promotion. Furthermore, partnerships with suppliers of high-quality raw materials ensure the sustainability of

production processes at more efficient costs. These partnerships help Kampung Batik MSMEs enhance market competitiveness and expand their distribution reach.

- 8) In terms of Cost Structure, the application of the Business Model Canvas (BMC) helps Kampung Batik SMEs manage and reduce operational costs. Better management of production costs, such as efficiency in raw material usage and labor optimization, enables these businesses to minimize waste and increase profit margins. Moreover, leveraging digital channels for marketing reduces promotional costs compared to using more expensive conventional channels

C. Solutions Derived from the Implementation of the Business Model Canvas in Kampung Batik SMEs

- 1) Customer Segments The solution derived is the ability of Kampung Batik SMEs to better understand and prioritize the right market segments. By focusing more on tourists, batik enthusiasts, and educational institutions, they can design products and services tailored to their needs. This approach also enables Kampung Batik to develop new products, such as modern-patterned clothing or unique Bogor-themed souvenirs, attracting a broader customer base, including younger generations.
- 2) Value Propositions. The resulting solution is an increase in the product's value through offerings of batik with unique local patterns and educational tourism experiences. By providing cultural products with high uniqueness and quality, Kampung Batik SMEs differentiate themselves from competitors. Moreover, hands-on batik-making experiences become an added attraction, strengthening emotional connections with customers, boosting loyalty, and driving sales growth.
- 3) Channels. The solution includes diversifying distribution channels to enable Kampung Batik SMEs to reach a wider audience. Sales via social media and e-commerce platforms expand their market beyond local areas and internationally, overcoming physical location constraints. This solution also addresses challenges in market access, allowing them to sell products more effectively and increase revenue. Participation in exhibitions and cultural events further strengthens product visibility among batik enthusiasts and tourists.
- 4) Customer Relationships. The solution derived is stronger relationships with customers through interactive and personal approaches. Educational programs, such as batik workshops, allow customers to engage directly in the product-making process, enhancing satisfaction and emotional connection. Kampung Batik SMEs can also develop more effective communication strategies through social media, such as promotional campaigns, ultimately strengthening customer loyalty and expanding their customer base.
- 5) Revenue Streams. The solution includes diversifying revenue sources. In addition to batik product sales, Kampung Batik SMEs increase their income through workshop services and educational tourism visits. This helps them avoid relying solely on one income source, making them more resilient to market fluctuations. This diversification also opens collaboration opportunities with the tourism industry, further integrating Kampung Batik into the local economic ecosystem.
- 6) Key Resources. The solution is increased efficiency in utilizing human resources and raw materials. By improving workers' skills through training and forming partnerships with local suppliers, Kampung Batik SMEs can reduce production costs and maintain product quality. Additionally, leveraging digital technology in marketing provides a solution to maximize limited resources, keeping them competitive and relevant in broader markets.
- 7) Key Activities. The solution includes optimizing production and marketing processes. Kampung Batik SMEs improve productivity by managing time and resources more efficiently during batik-making. Focused marketing activities through digital platforms and cultural exhibitions provide solutions for reaching wider markets. This also creates opportunities to promote their products with lower costs but a significant impact.
- 8) Key Partnerships. The solution includes strategic partnerships with various parties, such as raw material suppliers, local governments, and batik communities. These collaborations help ensure sustainable and high-quality raw material supplies, as well as promotional support from the government. Partnerships with cultural communities also strengthen Kampung Batik's image as a cultural tourism destination, ultimately boosting product visibility and sales.

- 9) Cost Structure. The solution is the ability to reduce operational and production costs. By efficiently managing raw material costs and optimizing labor, Kampung Batik SMEs can cut expenses without compromising product quality. Utilizing digital channels for marketing and distribution helps reduce the high promotion costs associated with traditional marketing. This provides flexibility in allocating funds for business development. Additional Solution. A more systematic financial planning approach enables Kampung Batik SMEs to meticulously manage production, marketing, and development costs. With a clear understanding of the cost structure, they can prioritize essential expenditures and reduce waste. This provides a competitive advantage for sustaining their business and ensuring sustainable growth styled.

IV. CONCLUSIONS

The implementation of the Business Model Canvas in Kampung Batik SMEs consists of: 1) Customer Segment: Fashion enthusiasts, business players in the fashion industry, and tourists focusing on education, institutions, and agencies; 2) Value Proposition: Emphasis on quality, attractive designs, and memorable branding; 3) Channels: The role of information technology significantly helps in building communication between producers and consumers; 4) Revenue Stream: Innovations such as educational tourism offered by Kampung Batik SMEs attract tourists and enhance the company's value proposition; 5) Customer Relationship: Demonstrates that relationships with customers greatly influence loyalty in purchasing or using products and services; 6) Key Activities: Includes self-production of products, marketing through social media, and offering them via marketplaces; 7) Key Resources: Production equipment, operational vehicles, internet networks, and human resources; 8) Key Partners: Good cooperation between Kampung Batik SMEs and raw material suppliers; 9) Cost Structure: Refers to expenses incurred during the production process until the product reaches the consumer.

The application of the Business Model Canvas in Kampung Batik SMEs provides a clear understanding of: 1) The target consumers Kampung Batik SMEs aim to reach; 2) The value or benefits Kampung Batik SMEs deliver to customers; 3) The channels and methods Kampung Batik SMEs will use for communication; 4) The approaches Kampung Batik SMEs use to generate revenue; 5) The type of relationship Kampung Batik SMEs will establish with specific market segments; 6) A series of activities required to produce the needed products or services, build relationships with customers, and manage income from sales; 7) Key resources necessary to support the activities of Kampung Batik SMEs; 8) Business partners required to enable Kampung Batik SMEs to operate effectively; 9) Expenses required to create and deliver value to customers, maintain good relationships, generate revenue, carry out business activities, manage resources, and collaborate with partners

ACKNOWLEDGMENT

Thank you to the Institut Bisnis dan Informatika Kesatuan for providing excellent support and funding for the implementation of this research.

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