

Strategy of Development for Palm Sugar Business at UD. Sari Aren in the Period and Post-Covid-19 Pandemic through the Business Model Canvas (BMC) Approach

Hefri Oktoyoki
Pat Petulai University
oktoyokihefri@gmail.com

Dodi Aprianto
Pat Petulai University
dodi83a@gmail.com

Mira Yanuarti
Pat Petulai University
mira.yanuarti22@gmail.com

Tria Anti Sukmala Yulisa
Environment and Forestry Office of Bengkulu Province
tria.anti@gmail.com

Corresponding Email: oktoyokihefri@gmail.com

ABSTRACT

UD. Sari Aren is one of the Aren agribusiness SMEs based in Rejang Lebong Regency. Economic growth and increased consumption of palm sugar in Indonesia and even globally have grown the MSME industry. So it has an attractive advantage and potential business opportunities. A business cannot be separated from weaknesses, obstacles and challenges, including UD. Sari Aren which experienced a very significant decline in sales during the pandemic. So, it takes the right business model and strategy to accelerate the development of the business. The purpose of research to: (1) identify the existing conditions owned by UD. Sari Aren is currently using the Business Model Canvas (BMC) approach, (2) analyzing the Strengths, Weaknesses, Opportunities and Threats (SWOT) of each element of BMC of UD. Sari Aren, (3) formulate a business development strategy that will be carried out by UD. Sari Aren is based on the refinement of the business model. This research was conducted using data collection techniques in the form of observation, interviews, and literature study. The data are analyzed by qualitatively. The results, obtained after identifying the nine elements of BMC and SWOT analysis, concluded that UD. Sari Aren needs improvement in the main resource elements (HR), product variations and key activities (marketing).

Keywords: Aren; BMC; Business; Strategy

INTRODUCTION

The Covid-19 pandemic that hit many people in the world, especially Indonesia, disrupted the sustainability of the circle of life in society (Sitompul, 2020). Many sectors are affected, not only in the health sector, but also in the economic, social and even political sectors. In the economic sector, Covid-19 has caused shocks and a downturn in the global economic framework since the beginning of 2020. The value of global gross domestic product (GDP) in 2019 was measured to be 2.9 according to the International Monetary Fund (2020). It is estimated that in 2020, the value of global GDP will decline by 3% and the economic growth of developing countries will decline by 2.2%, including palm sugar SMEs in Rejang Lebong.

Palm sugar with a variety of products is one of the SMEs that is growing and loved by many people.

Changes in the lifestyle of Indonesian people who tend to use herbal palm sugar products that cause changes in palm sugar consumption patterns (Herlyana, 2012). Processing palm sugar into products of great economic value is one of the efforts to improve the welfare of the people of Rejang Lebong. Various studies show that processing palm sugar into *semut* palm sugar can improve the welfare of palm sugar craftsmen. Semut sugar is powdered palm sugar that can be made from palm sap and is a solution of palm sugar that has been re-dissolved in a certain concentration of water (Suroso, 2014). During the COVID-19 pandemic, Aren SMEs faced many obstacles, including a significant palm sugar decrease in sales of up to 70%, including Sari Aren.

Therefore, Sari Aren needs to modify its business model to carry out its strategy. Entrepreneurs need transformative business strategies and models to accelerate problem solving in business development. A business model is a value chain structure that creates value from raw materials to processed materials that reach the final customer. The value is the number of activities added from the identified results. The business model is an important part of a company because it is useful to have a comprehensive and complete view of the company. As a reference for decision making and a business development strategy that provides an overview to business actors. How they make their products, react to the market and strengthen competitiveness. The Business Model Canvas in Indonesia is relatively new compared to several other business models for managing business strategies. Therefore, the objective of research to explain the business model and design a business model transformation using the Business Model Canvas approach.

The purpose of this research is to map the initial business model applied at Sari Aren, analyzed the strengths, weaknesses, opportunities and threats of each element of the Sari Aren Business Model Canvas of Sari Aren and develop alternative business development strategies that can be applied to Sari Aren is based on the latest business model

RESEARCH METHODS

Palm sugar consumption has increased due to changes in healthy lifestyles, but the COVID-19 pandemic has significantly reduced palm sugar sales, including Sari Aren, the largest palm sugar SME in Bengkulu. Therefore, Sari Aren needs to have a good strategy and be at the forefront to be able to respond to industry challenges better. This research was conducted from July 2020 to March 2021. The types of data are qualitative primary data and secondary data. Primary data were obtained through direct identification and interviews (detailed interviews) with respondents (Sari Aren owner, processors, and consumers). In this survey, 30 customers were taken to conduct detailed interviews. Secondary data comes from various reliable sources, including books, national and international journals, former researchers, news articles, and websites.

This study requires in-depth knowledge of the internal state of Sari Aren, manufactured products, and types of consumers who are the target market. In addition, business model analysis is carried out using the Business Model Canvas approach. BMC is used to identify and evaluate all processes in Sari Aren's business. The next step is to use SWOT analysis to assess the elements of the Business Model Canvas by assessing the weaknesses, strengths, opportunities, and threats that exist in Sari Aren. The results of the SWOT analysis spawned new strategies related to SO, WO, ST, and WT strategies. The result is a sophisticated and completely new business model. The framework is shown in Figure 1.

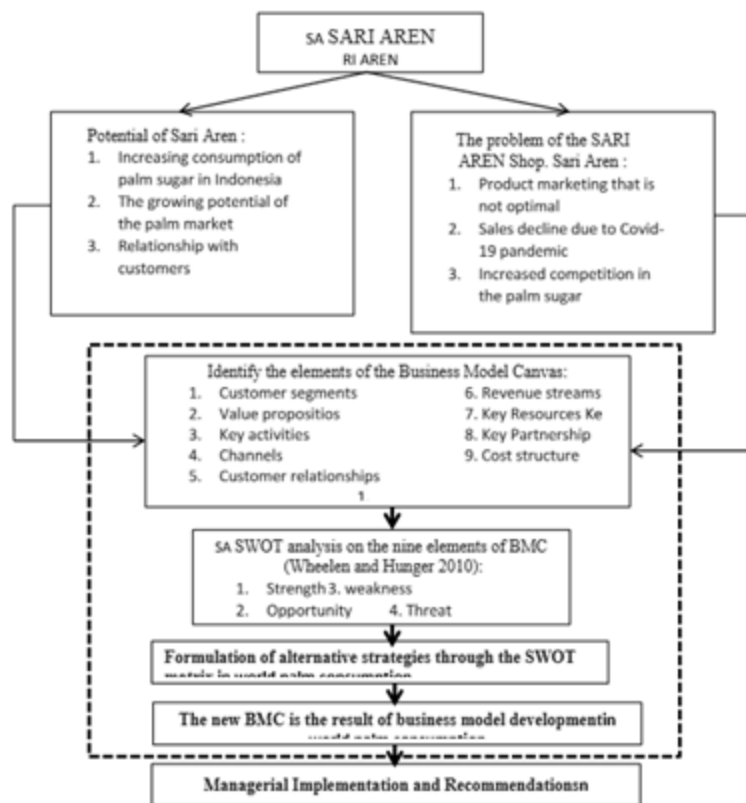


Figure 1. Thinking Framework

The data processing and analysis methods in this study are descriptive qualitative analysis, business model mapping with Business Model Canvas (BMC), evaluation of Business Model Canvas with SWOT analysis, and development of alternative strategies with SWOT based on a matrix.

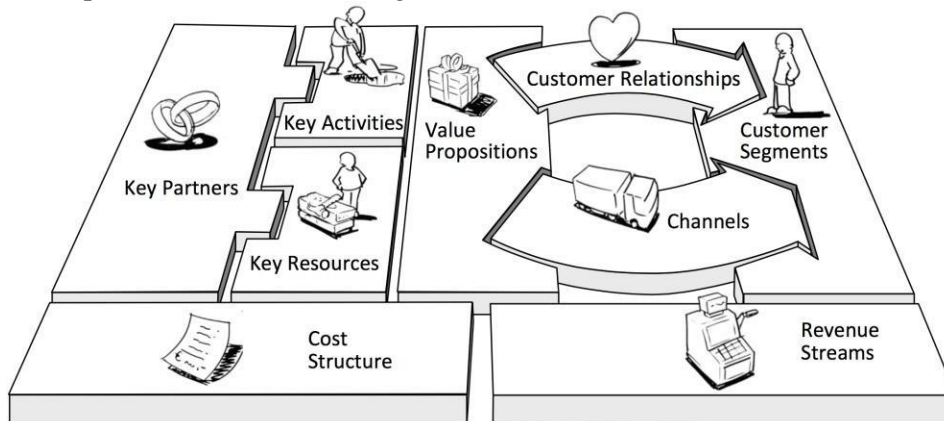


Figure 2. The Business Model Canvas by Alexander Osterwalder

The researcher did the mapping of sari Aren’s Business Model Canvas (BMC). Identify each element of BMC Sari Aren checks the existing condition of Sari Aren and examine customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, cost structure.

Results 9 Elements of BMC Sari Aren that have been identified are then evaluated through SWOT analysis to design and select strategies based on strengths, weaknesses, opportunities and threats. According to Osterwalder and Pigne (2015), when a SWOT analysis is combined with a business model canvas, SWOT can evaluate the business model more intensively. Then presents the results of the identification of strengths, weaknesses, opportunities, and threats for each element of the Business Model Framework

(BMC).

Table 2 Identification of SWOT on each element of the Business Model Canvas

Element	Strength	Weakness	Opportunity	Threat
	(S)	(W)	(O)	(T)
Customer segments				
Value propositions				
Channels				
customer relationships				
Revenue streams				
Key resources				
Key activities				
Key partnerships				
Cost structure				

After the results of the SWOT identification are obtained, the results are sorted and summarized in the SWOT matrix into a set of strategic statements that are used to formulate alternative strategies. The selection of this strategic statement was based on a review of information obtained from the Sari Aren business environment. then interviewed the business owner. The SWOT matrix also provides four alternative strategy formulations in the form of strength-opportunity (SO), weakness-opportunity (WO), strength-threat (ST), and weakness- threath (WT). The alternative strategy created in the previous step is then incorporated into the BMC SARI ARENelement. Sari Aren which has been improved to produce a new BMC that is more in line with current and future conditions.

RESULTS AND DISCUSSION

Mapping Business Model Canvas (BMC) of Sari Aren

In defining the 9 elements of Sari Aren’s business model. Sari Aren uses a business model canvas tool called Business Model Creation by Surjogondokusumo and Indriyani(2016) entitled Business Model Generation. The business model canvas makes it easy to improve or grow a business by identifying what is importsemut to a business, making it easierto visualize the problems and weaknesses of the business. The following are the results of defining the nine elements of the Sari Aren driven business model:

Customer segments

In business models, customer segmentation is at the core of every model. Of the 30 questionnaires sent to Sari Aren customers. It is known that the average age is 20-28 years (90%) 40-50 years (10%). Sari Aren is designed to be as comfortable as possible for its customers. However, the intensity of monthly purchases is quite low.

Value propositions

In business, the value given by the company to segment its customers is one of the values that is believed to be able to attract consumers' attention and successfully meet their expectations. A business's value proposition can be a reason for customers to stay or move to another position they deem to be of great value in meeting their needs. The same goes for SariAren has the value it offers to consumers and businesses themselves. Below is the SARI ARENvalue proposition. Sari Aren.

SARI AREN products. Sari Aren is relatively cheap, because the raw materials used are also easy to obtain. Sari Aren has its own sugar palm palmtation which can be palmtation with relatively suitable equipment, which can minimize raw material costs and increase profitability because the value of the merchandise offered is in accordance with market prices. In addition to the low selling price, Sari Aren's services are very friendly. Friendly service not only enhances the relationship with each other, but also helps connect consumers with Sari Aren.

Channel Propositions are a way for companies to reach customer segments and deliver value propositions. Sari Aren uses several types of communication channels to communicate the value proposition or product offering through direct or indirect channels. The place is located on the side of a rather crowded road, so that Sari Aren is easily recognized by people.

During this outbreak, Sari Aren also reached out to online shopping. Sari Aren uses social media such as Instagram to interact and inform customers of their products.

Customer relationships

This element describes the relationship that to build Sari Aren with customers. Sari Aren builds relationships with customers to attract, retain and increase sales. Because of these three motives, the relationship they instill with their customers is a sense of friendship and warmth when they visit Sari Aren method.

Sari Aren uses Instagram as a means to connect and interact with customers online.

Reply to private messages on Instagram. Sari Aren has a social media team that manages Sari Aren's social media. Sari Aren Instagram account holders. Sari Aren must respond to every post that is commented on Instagram. It aims to make consumers feel comfortable with Sari Aren's response speed.

Revenue streams

According to Sancoko (2019), Revenue streams are one of the elements in BMC that make the business model work. Revenue flow describes the income stream that can be generated by the company from customer segmentation through the value proposition offered by a business. Sari Aren earns income from the sale of Palm sugar and Semut Palm sugar. So that the customer relationship built by Sari Aren is the spearhead in purchasing decisions for Sari Aren customer segmentation. This greatly affects the level of income of Sari Aren directly.

Key resources

Human resources have a very important role in the implementation of Sari Aren's operational activities everyday. Without humans, business processes starting from serving consumers, making products according to consumer demand, financial records, and managing shops will not be able to run.

Sari Aren's financial resources. Sari Aren is used to make strategic decisions and is used for daily operations such as buying raw materials, employee salaries, building maintenance and for future development.

The raw materials are obtained from various networks that they have, ranging from the semut sugar palm they own to sales agents. In addition, there are supporting raw materials to make each product more attractive.

Key partnerships

Every business needs a partnership that can support the running of the business well and efficiently, because essentially every business really needs a partnership with other parties so that activities in a business can run smoothly. For example, online sales during the current Covid-19 pandemic, Sari Aren partners with several platforms that are well known and highly trusted by MSMEs, namely Tokopedia and Shopee but are not yet effective.

Cost structure

Calculation of each required cost will be easier and more orderly if a business is able to map out every major resource, key activities, and conduct partnerships properly and precisely. Sari Aren divides the cost structure into two groups, namely: Fixed cost Sari Aren pays for the needs of employee salaries, electricity, machine maintenance, and buildings. Variable cost Sari Aren in the form of variable costs for the purchase of raw materials and wages of part time employees.

Based on the identification of the business model canvas Sari Aren at this time, it can be described into columns containing the elements in the BMC as shown in the Figure 2.

Revenue streams

According to Van Der Heidjen *et al* (2018), revenue stream is one of the BMC factors that enables

a business model to work. Revenue streams describe the revenue streams that a company can generate as a result of segmenting customers through the value proposition provided by the business. Sari Aren earns income from the sale of shell sugar and palm sugar semuts. So Sari Aren has built a relationship with its customers. So that the customer relationship built by Sari Aren is the spearhead in purchasing decisions for Sari Aren customer segmentation. This had a major impact on Sari Aren’s income level.

Key resources

Human resources play an important role in Sari Aren operations every day. Without people, the business processes that serve consumers, create products that meet consumer needs, perform financial reporting, and manage stores cannot function.

Sari Aren’s financial resources. Sari Aren is used to make strategic decisions and is used for daily tasks such as purchasing raw materials, employee salaries, building maintenance and future development.

Raw materials come from their various supply chains, from their own semut sugar palm to collector warehouses. In addition, there are supporting raw materials to make each product more attractive.

Key partnerships

Almost all businesses need partnerships with other parties to keep their business running smoothly, so every business needs a partnership that supports or can support running a business well and effectively. For example, online sales during the Covid-19 pandemic. Sari Aren collaborates with several well-known and trusted platforms, namely Tokopedia and Shopee, but it has not been effective.

Cost structure

If a company can accurately map each key resource, key activity, and manage partnerships, it will be easier and more efficient to calculate each required cost. Sari Aren divides the cost structure into two groups, fixed and variable costs. Sari Aren pays fixed costs for employee salaries, electricity, equipment and building maintenance. Sari Aren is a form of variable cost for part-time employee salaries and raw material purchases. Based on the identification of Sari Aren's current business model, it can be described in a column containing entries from BMC, as shown in Figure 2.



Figure 2. Business Model Canvas Sari Aren

SWOT Analysis on Business Model Canvas (BMC) Elements of Sari Aren

After identifying the business model applied by Sari Aren, then the next step is to analyze the strengths, weaknesses, opportunities and threats against the nine elements of BMC. The following are the results of a SWOT analysis of the nine elements of Sari ArenBMC.

After identifying the business model applied by Sari Aren Then, the next step is to analyze the strengths, weaknesses, opportunities, and threats related to the nine elements of BMC. The following are the results of the SWOT analysis for 9 elements of Sari Aren BMC.

Table 5 The results of the SWOT analysis on the key elements of BMC Sari Aren

NO	ELEMENT	STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
1	<i>Customer segments</i>	Products and very place fit and favorite young people to old people because of herbs	The product is not too widely known	Wide open national and global markets	Similar products in the form of coconut sugar
2	<i>Value propositions</i>	The best quality of Rejang Lebong highland sugar palm	Level loyalty low consumers so that consumer which come only buy one product with time which is very long	Ease of opening market access	Competition is very tight in terms of quality

3	<i>Channels</i>	Channel good effort offline nor easy online reachable	Not using social media and e-commerce to its full potential	development n internet support efficiency in channel	The channels owned by competitors are wider and used optimally
				value propositions to customer	
4	<i>Customers relationships</i>	Have a good relationship with buyers by increasing trust through the qusemutity and quality provided	Productivity is still not stable so it is often overwhelmed to meet buyer demand quotas	Sophisticated technology makes communication with buyers easier and delivery is also easier	Competitors have more advanced technology
5	<i>Revenue streams</i>	Sales of Palm sugar Shells and Highland Palm sugar Semuts	HIR is still not trained to process Aren into the best quality	The level of sugar consumption in Indonesia is increasing so that purchases increase	The Covid-19 condition canbe a market barrier
6	<i>Key resources</i>	The number of palm farmers Rejang Lebong 60%	Shortage of costs for the development of technology resources and infrastructure	The number of processing activities that can be managed with the help of the latest technology	Level turnover employee
7	<i>Key activities</i>	Palm sugar production activities are carried out effectively and efficiently according to existing resources	Processing infrastructure is still inadequate	Technological developments that make processing and promotion activities easier	The effect of land conversion causes a reduction in palm raw materials
8	<i>Key partnerships</i>	Having strategic partners and good relationships with partners	Depend on buyer partner	Wider off takers and tech promotions	Price volatility set by buyer partners

9	<i>Cost structure</i>	Predictable operating cost structure	Costs for palm sugar maintenance, processing and marketing are still low	Soft capital loan funds	There is an increase in the cost of maintenance, processing, construction and equipment maintenance
---	-----------------------	--------------------------------------	--	-------------------------	---

Formulation of Alternative Strategies Through the SWOT Matrix

SWOT identification aims to obtain strategic issues, which are then compiled into a SWOT matrix as shown in Table 6 to produce alternative SO, WO, ST and WT strategies.

Table 6 SWOT Matrix on Sari Aren

Factors	Strength (Strengths-S)	Weaknesses (Weakness-W)
Internal Factors (Internal Factors)	S1 : Palm products are suitable for a healthy lifestyle S2 : Have friendly service S3: Business channels are easy to reach and effective S4 : Have a good relationship with customers S5 : Selling Palm sugar Semuts with various packaging sizes S6 : Competent main resource	W1 : The product is not widely known W2 : The level of customer loyalty is still low W3: Lack of maximum use of social media and e-commerce W4 : The relationship with consumers is not close yet W5 : Small turnover of income W6 : Lack of cost for resource development
External Factors (External Factors)	S7 : Operational production activities are carried out effectively and efficiently S8: Having strategic partners and good relations with partners S9 : The operational cost structure is predictable	W7: Less effective online marketing activities W8 : Depends on supporting production partners W9 : Cost for marketing is still low
Opportunities-O	SO Strategy	WO Strategy

<p>O1 : Can target a wider target market</p> <p>O2 : Ease of opening market access</p> <p>O3 : Internet development that supports efficiency in delivering value proposition</p> <p>O4 : The development of information technology to establish relationships with customers</p> <p>O5 : The level of palm sugar consumption in Indonesia is increasing</p> <p>O6 : The number of activities that can be managed with the</p>	<p>Conduct market research to open branches (S1, S2, O1, O2, O5)</p> <p>Provide new product variations. (S4, S7, O3)</p> <p>Using the payment method with a debit card, and partnering with Go-Pay, DANA, OVO (S8, O6, O8)</p>	<p>Optimizing marketing by utilizing information and communication technology (W3, W7, W9, O3, O4, O7, O8)</p> <p>Provide discounts to improve customer relationships and reach new customers (W4, W7, W5, O3, O6, O7)</p>
<p>help of technology</p> <p>O7 : Technological developments that make promotional activities easier</p> <p>O8 : Platform that can help increase sales</p> <p>O9 : Competition held by the government to increase capital</p>		
<p>Threats (Threats-T)</p>	<p>ST strategy</p>	<p>WT Strategy</p>
<p>1. T1 : High competition targeting the same target consumers</p> <p>2. Q2: Many customers order 1 product for hours</p> <p>3. T3 : Channels owned by competitors are wider and utilized optimally</p> <p>Q4: Competitors can maximize the use of e-commerce</p> <p>5. T5: The Covid-19 condition</p>	<p>1. Improve product quality to maintain customer loyalty (S2, S4, S6, T1, T2)</p> <p>2. Holding sales of Sari Aren merchandise products. (S3, S4, T3, T5)</p> <p>3. Cooperate and network with other markets (S3, S4, T1, T8)</p>	<p>1. Develop innovation to create new products (W5, W8, T1, T5, T8)</p> <p>2. Looking for partner backup so as not to depend on one partner (W8, T8)</p> <p>3. Optimization of resources owned by Sari Aren both in terms of development and maintenance (W4, W6, T6, T9)</p>

<p>is getting worse so that it cuts off the income stream</p> <p>6. T6 : Turnover rate</p> <p>employee</p> <p>7. T7: The influence of the weather and the PSBB can disrupt operations</p> <p>8. T8 : Unstable condition of the main production partners</p> <p>9. T9: There is an increase maintenance</p>		
--	--	--

Evaluation of each element of the Business model canvas (BMC)

Based on the results of the formulation of the SWOT matrix strategy, several strategies can be developed as follows:

a) Strategy (SO)

Strategy (SO) is a strategy that maximizes strengths to seize opportunities Sari Aren’s Customer Segmentation. Sari Aren is identified and the value it provides meets the needs of its target audience. Both of these conditions are favorable conditions for the company to expand the market. Sari Aren has the opportunity to expand the market and expand its branches. Sari Aren has a strong market segmentation, so a stronger development is needed to retain customers and acquire new customers who are not segmented. Things that can increase the value of Sari Aren with various Aren products. Sari Aren distinguishes it self from other MSMEs. In addition, with today's technological advances,

b) Strategy (WO)

Strategy (WO) is a strategy that takes advantage of opportunities to minimize weaknesses. Currently, Sari Aren has failed to optimize its marketing. The costs used by Sari Aren for marketing are still very low because they are used to cover fixed costs. As technology advances, more platforms appear that can be used as a means of product branding for free. The owner of Sari Aren can take full advantage of the platform to the needs of the target market. Sari Aren can use its marketing strategy by offering discounts to improve customer relationships.

c) Strategy (ST)

Strategy (ST) is a strategy that maximizes strength to overcome threats. This strategy can be used to develop a business. Sari Aren conducts business development to improve product and service quality. The quality of products and services provided by Sari Aren affect customer loyalty. This strategy is used by Sari Aren so that customers are satisfied with the products and services offered and minimize the opportunity for customers to move. Therefore, it is necessary to build relationships with other MSMEs to work together in promoting each other by selling and introducing to the public about Sari Aren products. In an effort to increase sales.

d) Strategy (WT)

Strategy (WT) is a strategy that is carried out by minimizing internal weaknesses and avoiding threats. In this strategy, Sari Aren conducts Aren research for product development. The results of this strategy can be used as product innovation of Sari Aren. The value that the Sari Aren shop offers. Sari Aren is already in accordance with the needs of customer segmentation, but it is still necessary to develop product innovation to be able to provide a different experience to Sari Aren customers. Quality products accompanied by quality services will make customers interested in making repeated gifts and acquiring new customers so that it can be an opportunity to increase sales results and company revenues.

Improvements to the Business Model Canvas (BMC)

The next stage is the application of alternative strategies generated in the SWOT matrix analysis to design a new Business Model Canvas. This stage is carried out by evaluating BMC elements related to the alternative strategies that will be applied. The implementation of SO, WO, ST, and WT strategies in improving business models is as follows.

a) Value proposition

The strategies applied to this element are SO-2, ST-1, and WT-1. From this strategy, a new strategy was found in formulating the value proposition that Sari Aren could do, namely:

Product Variations

This strategy is useful for creating product innovations every month with a certain time limit. From this strategy, it will be easier for customers not to get bored with the products at Sari Aren.

Product safety

The Covid-19 outbreak has made many people more selective when choosing a place to visit, because health issues are the center of attention in carrying out daily activities. In the midst of the Covid-19 outbreak, Sari Aren applies various health rules and protocols in serving consumers who come to the Sari Aren. Palm sugar or Semut Palm sugar that the products made by Sari Aren is sterile and free from Covid-19 through strict service procedures. This is a priority for Sari Aren shop in serving consumers, so that consumers feel safe and trust Sari Aren shop.

Key partners

Relationships with partners are important palm sugar in keeping the business model running smoothly. Partners have a very important palm sugar role in meeting the needs of a company and in dealing with obstacles and threats in the future. In this element, the strategy applied is the SO-3 and ST-3 strategy in partnership with Go-Pay, OVO. The implementation of this strategy is expected to reduce anxiety and make it easier for Sari Aren shop consumers in conducting transactions.

customer relationships

Running a business requires a good relationship with customers. In this element, the strategy applied is the WO-2 and ST-1 strategies, namely by providing discounts to improve customer relationships and reach new customers which is a WO-2 strategy. In the ST-1 strategy, Sari Aren conducts quality control or gradual checks so that the taste of the resulting product has a better taste quality. The implementation of this strategy can increase consumer loyalty because low prices will attract more customers, so it will not cause losses but will increase profits.

Revenue streams

Strategy improvement is also needed on the revenue streams element because it can increase revenue from Sari Aren. The strategy carried out on this element is to carry out the ST-2 strategy, by selling Sari Aren merchandise products. This is present as a solution for consumers who need something to serve as a souvenir. In addition, in implementing this strategy, Sari Aren gives 5% discount to customers for every purchase of Sari Aren shop products. Sari Aren with Sari Aren merchandise.

Key activities

In this element, there are several additions as alternative strategies in running Sari Aren so that it can run effectively and efficiently, both in terms of the core business process flow or its support. In optimizing existing opportunities, Sari Aren implements the ST-2 strategy, which is to build a network with other MSMEs. The strategy aims to disseminate and introduce Sari Aren products by reaching out to customers outside the segmentation.

Cost structure

The additional costs are promotion costs and HR development costs in the form of training for Sari Aren employees to be able to increase sales easily, a promo fee is needed so that consumers can be more

affordable to enjoy products from Sari Aren shop.

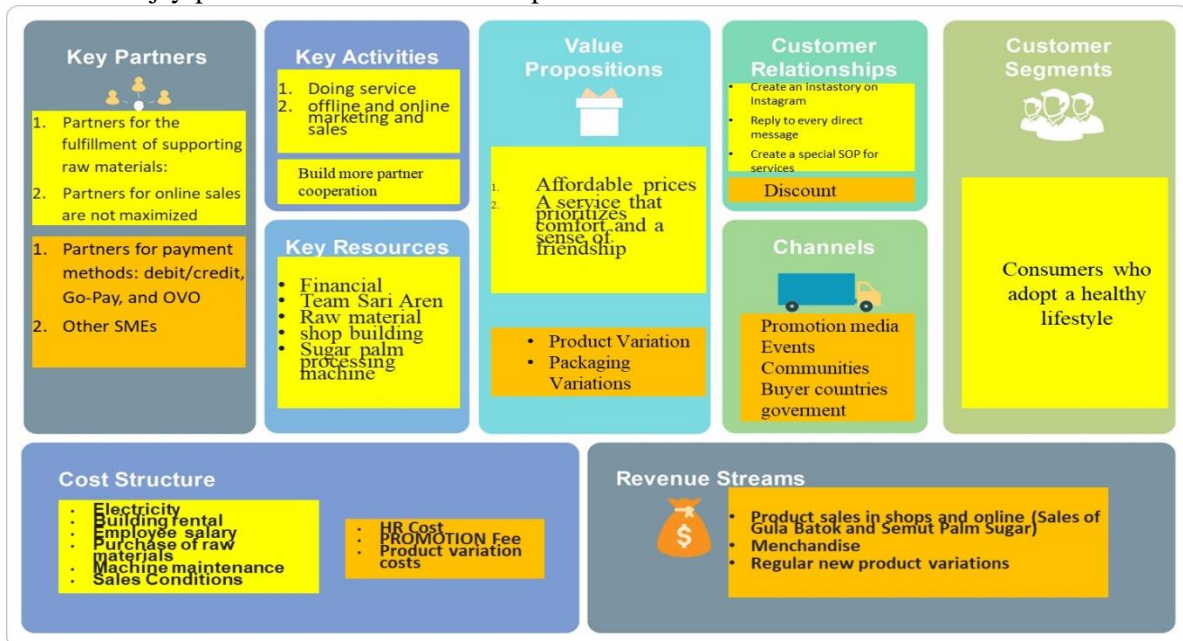


Figure 5 New Business Model Canvas Sari Aren

Managerial Implications

Managerial implications can be recommended according to the functional management approach. According to Knode (2020) management has four functions, namely planning, organizing, leadership, and supervision. The planning function is the goal of a company by making strategies and developing work plans. So, Sari Aren must maximize planning to utilize information technology such as social media for product marketing. The organizing function is concerned with setting tasks, responsibilities of each individual tasked with achieving organizational goals planned by the company. So, the capacity building of Sari Aren employees making products with innovations, besides that, customers need a system that is easy, fast, and it is safe to change the form of cash payment to digital payment. The implementation is related to achieving business goals and objectives. The control function is an activity carried out in accordance with the plan by creating new relationships with other partners that are wider in order to expand the market. The directive function is a function to increase the effectiveness and efficiency of optimal performance and to create a dynamic and healthy working environment in order to maintain the loyalty of consumers and new consumers continuously.

CONCLUSION

The business run by Sari Aren has fulfilled the nine Element Blocks in the Business Model Canvas, namely customer segments, value propositions, channels, customer relationships, revenue streams, key activities, key resources, key partnerships, and cost structure. However, a new strategy is needed in the business model in order to meet larger sales targets in the future. The results of the evaluation of the business model with SWOT analysis show the condition of the Sari Aren business model. Sari Aren currently has weaknesses in the form of dependence on production partners, and marketing activities that are not yet optimal. Sari Aren also has threats such as unstable partner conditions, increasingly high competition, and wider and optimally utilized channels owned by competitors. The strategy to overcome weaknesses and reduce threats is to optimize the strengths of the Sari Aren shop is like having a strategic partner, establishing good relationships with consumers, having an experienced and certified operational team, and being accompanied by taking semut palm sugar of opportunities such as developments in technology and information. The alternative strategy that has been formulated has resulted in a change in the business model of Sari Aren in the form of a new Business Model Canvas mapping. The alternative strategy that has been formulated has resulted in a change in the business model of Sari Aren in the form of

a new Business Model Canvas mapping. The alternative strategy that has been formulated has resulted in a change in the business model of Sari Aren in the form of a new Business Model Canvas mapping. Changes to new BMC of Sari Aren, by adding several aspects to key elements including: (1) Value propositions, (2) customer relationships, (3) revenue streams, (4) key activities, (5) key partnerships, (6) cost structure .

REFERENCES

- Herlyana E. 2012. The Coffee Shop Phenomenon as a Symptom of a New Youth Lifestyle.
- Munandar JM, Lindawati K, Yusrina P, Indrawan RD, Andrianto MS, Edward S. 2014. Introduction to Management: A Comprehensive Guide to Organizational Management. Bogor (ID):
- Osterwalder, A. & Pigneur, Y., 2012. Business Model Generation. Jakarta : PT. Elex Media Komputindo
- Sancoko AH. 2019. Food and Beverage Business Development Strategy at the Time To Eat Surabaya Depot. AGORA 3(1) : 185 – 195
- Surjogondokusumo BN, Indriyani R. 2016. Business Model Analysis at Yung Ho Restaurant using Business Model Canvas. AGORA. 4(2): 229-237.
- Suroso. 2014. Making Sugar Ants From Raw Coconut Sugar Printed With The Final Cooking Temperature on the Quality of the Products Produced. Essay. THP Department. Faculty of Agricultural Technology. INSTIPER Yogyakarta.
- Van Der Heidjen L. 2010. The Review of a Business Model Canvas, Research of Changing the Business Model For A Dutch Tour Operator. Amsterdam (NL): Journal of the University of Twente. 125(7):4-42. Yogyakarta (ID):
- Yogyakarta (ID): State Islamic University of Sunan Kalijaga Yogyakarta.