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MARKETING STRATEGY ANALYSIS OF BATIK TULIS TANJUNG BUMI WITH BUSINESS MODEL CANVAS METHOD AND SWOT ANALYSIS

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Abstract

This study aims to analyze the problem of declining profitability experienced by CV Sumber Arafat, a batik company in Tanjung Bumi, Bangkalan. Although the company's revenue is quite stable, profitability continues to decline. To overcome these problems, this research applies the Business Model Canvas method and SWOT analysis. Data collection in this study was carried out by interviewing and filling out questionnaires to respondents consisting of company owners and employees. The results of the analysis show that CV Sumber Arafat has great potential to grow by utilizing existing strengths and open market opportunities. These conditions can be said to be very favorable and the strategy applied in these conditions is an aggressive strategy. By implementing this strategy, it is hoped that CV. Sumber Arafat can increase sales through e-commerce, reduce operational costs, and increase competitiveness in the digital market so that the profit earned will also increase.

Keywords: Batik Tulis, Profitability, Business Model Canvas, SWOT, Marketing Strategy

INTRODUCTION

Indonesia is a country that has tremendous wealth, natural resources, customs, cultural heritage, and historical relics. In addition, the creative industry in Indonesia has also continued to grow rapidly in recent decades. One creative industry sector that has great potential is the handicraft industry. One of Indonesia's most famous handicraft products is batik. Batik is well known overseas and has become a cultural heritage recognised by UNESCO as a World Cultural Heritage in 2009.

Batik is growing today due to increasing consumer demand because batik is now used by the general public, although previously it was only worn by the Javanese royal family. Now, batik is a timeless industrial commodity. Indonesia has tremendous wealth and this signals the return of the long-dead spirit of batik entrepreneurs. Batik towns such as Jogja, Solo, Pekalongan, Cirebon, Madura, and others have been revived by home-based businesses and factories using natural resources, customs, cultural heritage, and factory endeavours. On the other hand, many new batik producers or entrepreneurs have also sprung up in the midst of these conditions, posing new challenges for old entrepreneurs (Zannah, L., Maslahah, M., Dewi, S., Yuedah, S., & Selasi, D. (2024)).

Batik tulis Tanjung Bumi (CV. Sumber Arafat) is one of the companies engaged in the batik industry in Bangkalan Regency. The company has been established for quite a long time, namely since 2004 and has a good reputation among batik lovers. Tanjung Bumi batik is a typical written batik cloth of Tanjung Bumi Bangkalan Madura which has motifs or patterns with unique colours, and the production method is still traditional. Based on interviews with the owner of the Company, CV Sumber Arafat has a problem, namely that the revenue is quite stable, but not necessarily followed by the profit earned. A decline in profitability in the midst of revenue stability indicates a more complex problem than just a decline in sales.

This is due to several things, namely increasing production costs in the form of rising raw material prices, labour wages, and other operational costs that can reduce profit margins, increasingly fierce competition with the emergence of new competitors in the form of similar or even more innovative products, changes in consumer preferences such as changes in

people's lifestyles that tend to choose more contemporary and luxurious products, and less effective marketing strategies that can hinder profitability growth.

Efforts that can be made to overcome this problem are to optimise sales through marketing strategies that can be used by batik tulis Tanjung Bumi (CV. Sumber Arafat). One of these strategy optimisation can be done with the Business Model Canvas method and SWOT Analysis. By combining these two methods for the problems experienced by the company, a comprehensive analysis of the business model and SWOT factors can explain the marketing strategy used by the company today and identify opportunities for improvement.

REVIEW OF LITERATURE

Marketing Strategy

The word "strategia" comes from the Yunani word "strategos," which means "general" or "generalship" or "anything having to do with top management in an organization." According to Wardani et al. (2021: 30), strategy formulation is a managerial process aimed at achieving a specific business objective. It is not limited to a single operational tactic, but also involves ensuring that the product that is based on it can be sold and satisfied by customers. A strategy is a well-crafted plan aimed at achieving the business goal. Every strategy should have broad, universal, comprehensive, integrated, and environment-responsive qualities (Wahyusari et al., 2022).

According to William J. Stanton (2005), pemasaran is a type of comprehensive system used in business activities that is intended to be used for negotiating, setting prices, promoting, and distributing goods and services that meet the needs of both current and potential customers (Saputra et al., 2023).

Pemasaran strategy is a type of perencanaan that is developed in the pemasaran field. In general, pemasaran is a social process in which individuals and groups determine what they need and want by creating and negotiating products and prices with other individuals and groups. In more expansive art, pemasaran endeavors to amplify awareness regarding a certain issue (Musyawarah & Idayanti, 2022).

Batik

According to Sudarmono (2008), batik is a technique used to create expressive paintings that are created using a critical technique and dark materials. On the other hand, according to Van Roojen (2011), batik has been around for a long time and is one of the main traditions of Indonesian culture and art. As of right now, batik is still widely used by all categories of people, including women and children, and it has become one of the most important aspects of Indonesian culture (Yasmin & Ivanna, 2023).

Business Model Canvas (BMC)

Business Model Canvas (BMC) is a tool that visualizes business models in a clear and understandable manner, making them easier to understand and apply. It can be used to explain, visualize, quantify, and refine business models in order to achieve more optimal worker performance. Utilizing BMC for business analysis proves to be effective because the analysis is presented in a clear and comprehensive manner covering all relevant aspects, including business strategy, human resources, financial matters, and product prices or sales. Thus, entrepreneurs can identify potential growth areas for their company and understand the risks associated with starting a new business. BMC is a tool that helps us see the more realistic shape of an existing business or one that we are planning to start. Transforming complex business concepts into simple ones displayed on a single canvas sheet containing a business plan with nine, well-integrated key elements that include strategic analyses internally and externally to the company (Hidayah et al., 2023).

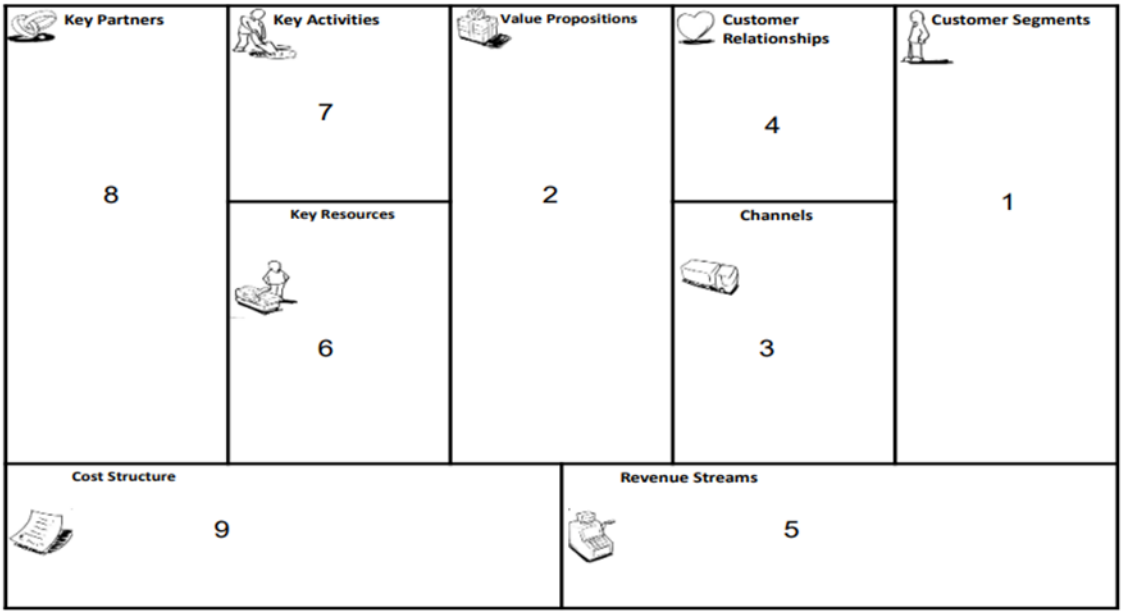
According to Osterwalder and Pigneur (2010), the Business Model Canvas is a business model that illustrates the process by which a company develops, evaluates, and maximizes its net worth. Tentang Customer Segments, Value Proposition, Channels, Customer Relationship, Revenue Streams, Key Resources, Key Activities, Key Partnership, and Cost Structure are the nine blocks that make up the Business Model Canvas. One business model that can be used to assess a business model that is currently being launched is the Business Model Canvas (BMC), also known as Business Model Generation. This is one strategic tool that can be used to examine business models that are currently being launched or that are about to launch. As a means of examining the business development

potential, business model canvas was first implemented in Indonesia (Harsa Wardana & Sitania, 2023).

Business Model Canvas (BMC) is starting to be applied in Indonesia as an approach to see business development opportunities. Through the idea of a business model business model idea, companies can manage their interactions with suppliers, working capital, and consumers, while generating value from within the company, and consumers, while generating value from within the company. The framework a business model framework is a set of nine related boxes that are used to generate value and profit for consumers (Isnawati, S. I., Ramadhani, N. L., & Bangsa, J. R. (2023).

Figure 1

Nine Blocks of Business Model Canvas (BMC)



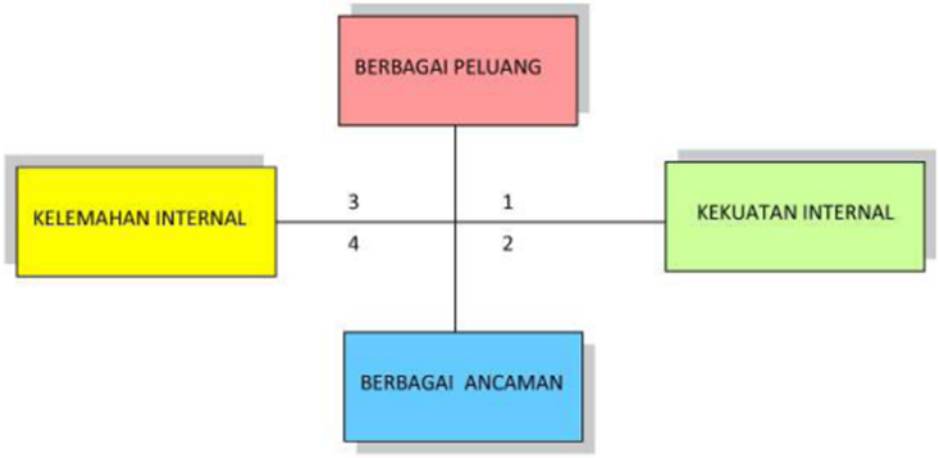
SWOT Analysis

The SWOT Analysis refers to the combination of the external opportunities (peluang) and dangers (ancaman) that face the business world, along with the internal strengths (kekuatan) and weaknesses (kelemahan). According to Rangkuti (2014), a SWOT analysis involves systematically identifying many factors to develop an organization's strategy. This analysis is based on logic that may maximize resources and opportunities while minimizing risks and setbacks (Wahyusari et al., 2022).

The SWOT analysis is a systematic method for identifying the most appropriate factors and strategies.The goals are to "maximise the resources and time that the company has" and "minimize the debt and liabilities that the company has" (Yulianti, D., 2019).

Figure 2

Quadrant Diagram of SWOT Analysis



Internal Factor Evaluation (IFE)

IFE ((Internal factor evaluation) is used to determine the company's internal factors related to strengths and weaknesses that are considered important. The EFI matrix is carried out with the aim of analysing the organisation's internal environment, namely in terms of the strengths and weaknesses of the organisation.

External Factor Evaluation (EFE)

EFE (external factor evaluation) is an analytical strategic formulation tool that helps to evaluate an organisation's internal environment and categorise the factors into strengths and weaknesses. The EFE matrix is done by analysing the organisation's external environment by identifying opportunities and threats that will affect the organisation (Peralatan et al. (2024).

Validity Test

According to Sugiharto and Sitinjak (2006), validity relates to a variable measuring what should be measured. Validity in research states the degree of accuracy of the research measuring instrument to the actual content being measured. Ghozali (2009) states that the validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire (Sanaky, M. M. (2021)).

Reliabilitas Test

Reliability is not the same as validity. It means that a reliable measurement will measure consistently, but not necessarily measure what it is supposed to measure. In research, reliability is the extent to which the measurement of a test remains consistent after it is repeated on the subject and under the same conditions. Research is considered reliable when it provides consistent results for the same measurement. It is not reliable if the repeated measurements give different results.

The high and low reliability is empirically indicated by a number called the reliability coefficient value. High reliability is indicated by an rxx value close to 1. The general agreement is that reliability is considered satisfactory if ≥ 0.700. If the alpha value is> 0.7 it means sufficient reliability, while if alpha> 0.80 this suggests that all items are reliable and the entire test consistently has strong reliability. Alternatively, some interpret it as follows: If alpha > 0.90 then reliability is perfect. If alpha is between 0.70 - 0.90 then reliability is high. However, if alpha is 0.50 - 0.70 then reliability is moderate. If alpha < 0.50 then reliability is low. If alpha is low, it is likely that one or more items are not reliable (Sanaky, M. M. (2021)).

RESEARCH METHOD

Operational Definition

The operational definition of variables according to Salmaa (2022) in Sugiyono (2016) is a complete set of instructions on what to observe in measuring or testing a variable in testing perfection. Variable operations are able to set rules and procedures for writers in

carrying out research so that data collection and analysis are more directed, focused, efficient, and consistent (Megasari, C., & Latif, B. S. (2022)).

Dependent Variable (Y)

The dependent variable is the variable that is influenced by the independent variable or can be called the effect. The dependent variable used in this study is the marketing strategy of batik tulis Tanjung Bumi (CV. Sumber Arafat).

Independent Variables (X)

Independent variables are variables that affect the dependent variable. The independent variables used in this study are the 9 elements of the business model canvas and swot analysis (internal and external factors).

Data Collection Technique

This research employs quantitative data, where the primary data is obtained by conducting interviews with the owner of CV. Sumber Arafat and distributing questionnaires to determine the weighting score of each factor both internal factors and external factors using a Likert scale. questionnaires were distributed to owners and employees of CV. Sumber Arafat with a total of 43 respondents.

RESULTS AND DISCUSSION

Validity Test

Table 1

Result of validity test

Internal Factors				
No	**Strengths**	**R Count**	**R Table**	**Result**
1	CV. Sumber Arafat memiliki segmentasi pasar berupa semua kalangan	0,740	0,3008	Valid
2	Harga sebanding dengan kualitas batik tulis dengan corak dan warna yang beragam	0,564	0,3008	Valid
3	Penawaran khusus untuk pembelian dalam jumlah yang besar	0,504	0,3008	Valid
4	Sudah melakukan promosi ke beberapa media sosial	0,636	0,3008	Valid
5	Pembuatan batik tulis yang berkualitas khas Tanjung Bumi	0,658	0,3008	Valid
6	CV. Sumber Arafat memiliki kelengkapan peralatan dan fasilitas yang nyaman untuk proses produksi	0,377	0,3008	Valid

7	CV. Sumber Arafat sampai saat ini mampu mengelola struktur biayanya sendiri	0,682	0,3008	Valid
8	Penjualan	0,482	0,3008	Valid
No	**Weakness**	**R Count**	**R Table**	**Result**
1	Belum melakukan perluasan segmentasi pasar	0,443	0,3008	Valid
2	Kurang memperhatikan persaingan harga	0,722	0,3008	Valid
3	Belum adanya layanan personal yang lebih luas seperti website, email ataupun kritik dan saran	0,666	0,3008	Valid
4	Hanya melakukan penjualan melalui toko	0,349	0,3008	Valid
5	Kurang tersebarnya informasi terkait produk	0.471	0,3008	Valid
6	Belum ada karyawan yang ahli dalam bidang digital marketing dan graphic design	0,300	0,3008	Valid
7	Belum bekerjasama dengan pihak ekspedisi maupun instansi manapun	0,678	0,3008	Valid
8	Biaya operasional terkadang lebih tinggi dibandingkan hasil penjualan	0.577	0,3008	Valid
9	Hanya mendapatkan biaya dari penjualan	0,743	0,3008	Valid
	External Factors			
No	**Opportunities**	**R Count**	**R Table**	**Result**
1	Pangsa pasar yang luas	0,719	0,3008	Valid
2	Pemberlakuan sistem member	0,568	0,3008	Valid
3	Mempunyai peluang yang ideal khususnya dalam menciptakan harga yang kompetitif	0,594	0,3008	Valid
4	Perluasan penjualan ke beberapa e-commerce	0,460	0,3008	Valid
5	Memiliki peluang dengan tambahan teknologi mesin untuk produksi dan teknologi informasi dalam pemasaran produk	0,779	0,3008	Valid
6	Peluang untuk membuka showcase di e-commerce	0,563	0,3008	Valid
7	Memperluas kemitraan dengan berperan menjadi supplier bagi instansi pemerintahan dan swasta	0,721	0,3008	Valid
8	Mitra sebagai salah satu langkah untuk dapat menekan biaya dan dapat meningkatkan perolehan biaya CV. Sumber Arafat	0,645	0,3008	Valid
9	Aliran pendapatan dari penjualan produk dapat terus diperluas	0,683	0,3008	Valid
No	**Threats**	**R Count**	**R Table**	**Result**
1	Kompetitor	0,525	0,3008	Valid
2	Pesaing memiliki strategi pemasaran yang menarik	0,634	0,3008	Valid
3	Pelanggan tetap berpindah karena kompetitor memberikan harga khusus	0,560	0,3008	Valid
4	Kompetitor yang sudah lebih dulu melakukan channels	0,690	0,3008	Valid
5	Kompetitor yang sudah lebih dahulu menggunakan media sosial lain	0,588	0,3008	Valid
6	Pesaing memiliki SDM yang merata dan jauh lebih baik	0,651	0,3008	Valid
7	Mitra memilih kompetitor karena harga	0,580	0,3008	Valid
8	Biaya pemasaran yang meningkat	0,515	0,3008	Valid
9	Pesaing yang memasarkan melalui toko online (e-commerce)	0,567	0,3008	Valid

(Source: Processed Data, 2024)

all calculated r values for internal and external factors are greater than the r table value (r count > 0.3008), so all factors used are declared 'Valid'. After all the questionnaire items are valid, then the reliability test.

Reliability Test

Figure 3

Result of reability test

Reliability Statistics

Cronbach's Alpha	N of Items
.944	35

(Source: Processed Data, 2024)

The value of Cronbach's alpha > reference value (0.944> 0.70) which means that the measurement instrument used in this study has very high reliability. This means that this instrument is very consistent and reliable for measuring the intended construct. Calculation of reliability and validity tests with the help of SPSS software.

Internal Factor Evaluation Matrix (IFE)

Table 2

Table of internal factor variable values

Factor	Variabel	Variabel Score
Kekuatan	*Strength* ke-1	159
	Strength ke-2	172
	Strength ke-3	174
	Strength ke-4	152
	Strength ke-5	148
	Strength ke-6	161
	Strength ke-7	155
	Strength ke-8	170
Kelemahan	*Weakness* ke-1	147
	Weakness ke-2	155
	Weakness ke-3	156
	Weakness ke-4	148
	Weakness ke-5	161
	Weakness ke-6	139
	Weakness ke-7	146
	Weakness ke-8	170
	Weakness ke-9	147
Total		2660

The rating scale for each factor is as follows:

Strenghts factor:

Rating 1 = low power/no effect

Rating 2 = strength equal to competitors

Rating 3 = quite good/influential strength

Rating 4 = very good strength/very influential

Weakness factor:

Rating 1 = very big/very influential weakness

Rating 2 = significant/significant weakness

Rating 3 = same weakness with competitors

Rating 4 = low weakness/no effect

The following calculation is an example of the no.1 strength weight (S1)

Weight = $\alpha i = \frac{Xi}{\sum_{t=1}^{n} Xi} = \frac{159}{2660} = 0{,}0598$ ….. (1)

Score of weight = Weight × Rate = 0.0598 × 4 = 0.2391 ….. (2)

Table 3 is summary result of calculation from IFAS matrix for strength and weakness

Table 3

Result of IFE matrix

Internal Factors				
No.	**Strengths**	**Weight**	**Rate**	**Score**
1	CV. Sumber Arafat memiliki segmentasi pasar berupa semua kalangan	0,0598	4	0,2391
2	Harga sebanding dengan kualitas batik tulis dengan corak dan warna yang beragam	0,0647	4	0,2586
3	Penawaran khusus untuk pembelian dalam jumlah yang besar	0,0654	4	0,2617
4	Sudah melakukan promosi ke beberapa media sosial	0,0571	4	0,2286
5	Pembuatan batik tulis yang berkualitas khas Tanjung Bumi	0,0556	3	0,1669
6	CV. Sumber Arafat memiliki kelengkapan peralatan dan fasilitas yang nyaman untuk proses produksi	0,0605	4	0,2421
7	CV. Sumber Arafat sampai saat ini mampu mengelola struktur biayanya sendiri	0,0583	4	0,2331
8	Penjualan	0,0639	4	0,2556
	Total score of strengths	0,4853	-	1,8857
No.	**Weakness**	**Weight**	**Rate**	**Score**
1	Belum melakukan perluasan segmentasi pasar	0,0553	3	0,1658
2	Kurang memperhatikan persaingan harga	0,0583	4	0,2331

3	Belum adanya layanan personal yang lebih luas seperti website, email ataupun kritik dan saran	0,0586	4	0,2346
4	Hanya melakukan penjualan melalui toko	0,0556	3	0,1669
5	Kurang tersebarnya informasi terkait produk	0,0605	4	0,2421
6	Belum ada karyawan yang ahli dalam bidang digital marketing dan graphic design	0,0523	3	0,1568
7	Belum bekerjasama dengan pihak ekspedisi maupun instansi manapun	0,0549	3	0,1647
8	Biaya operasional terkadang lebih tinggi dibandingkan hasil penjualan	0,0639	4	0,2556
9	Hanya mendapatkan biaya dari penjualan	0,0553	3	0,1658
	Total score of weakness	0,5147	-	1,7854
	Total score of weight	**1,00**		**3,6711**

From the processing results in table 3 above, a strength of 1.8857 and a weakness of 1.7854 are obtained. So that an IFE score of 3.6711 is obtained, which means that CV. Sumber Arafat has an average internal condition. CV. Sumber Arafat is sufficient to use the type of power it has. After the IFE calculation, then calculations are carried out with EFE to determine the weighting of external factors. The assessments and calculations used are the same, the difference is the value of the variables used.

External Factor Evaluation Matrix (EFE)

Table 4

Table of external factor variable values

Factor	Variabel	Variabel Score
Peluang	*Opportunities* ke-1	167
	Opportunities ke-2	147
	Opportunities ke-3	154
	Opportunities ke-4	160
	Opportunities ke-5	165
	Opportunities ke-6	166
	Opportunities ke-7	170
	Opportunities ke-8	164
	Opportunities ke-9	178
Ancaman	*Threats* ke-1	164
	Threats ke-2	162
	Threats ke-3	168
	Threats ke-4	137
	Threats ke-5	147
	Threats ke-6	162
	Threats ke-7	166
	Threats ke-8	163
	Threats ke-9	165
	Total	2905

The rating scale for each factor is as follows:

Opportunities factor:

Rating 1 = low power/no effect

Rating 2 = strength equal to competitors

Rating 3 = quite good/influential strength

Rating 4 = very good strength/very influential

Threats factor:

Rating 1 = very big/very influential weakness

Rating 2 = significant/significant weakness

Rating 3 = same weakness with competitors

Rating 4 = low weakness/no effect

Table 5

Result of EFE matrix

External Factors				
No	**Opportunities**	**Rate**	**Score**	**Weight**
1	Pangsa pasar yang luas	0,0575	4	0,2299
2	Pemberlakuan sistem *member*	0,0506	3	0,1518
3	Mempunyai peluang yang ideal khususnya dalam menciptakan harga yang kompetitif	0,0530	4	0,2120
4	Perluasan penjualan ke beberapa *e-commerce*	0,0551	4	0,2203
5	Memiliki peluang dengan tambahan teknologi mesin untuk produksi dan teknologi informasi dalam pemasaran produk	0,0568	4	0,2272
6	Peluang untuk membuka *showcase* di *e-commerce*	0,0571	4	0,2286
7	Memperluas kemitraan dengan berperan menjadi supplier bagi instansi pemerintahan dan swasta	0,0585	4	0,2341
8	Mitra sebagai salah satu langkah untuk dapat menekan biaya dan dapat meningkatkan perolehan biaya CV. Sumber Arafat	0,0565	4	0,2258
9	Aliran pendapatan dari penjualan produk dapat terus diperluas	0,0613	4	0,2451
	Total score of weakness	0,5064	-	1,9748
No	**Threats**	**Weight**	**Rate**	**Score**
1	Kompetitor	0,0565	4	0,2258
2	Pesaing memiliki strategi pemasaran yang menarik	0,0558	4	0,2231
3	Pelanggan tetap berpindah karena kompetitor memberikan harga khusus	0,0578	4	0,2313

4	Kompetitor yang sudah lebih dulu melakukan *channels*	0,0472	3	0,1415
5	Kompetitor yang sudah lebih dahulu menggunakan media sosial lain	0,0506	3	0,1518
6	Pesaing memiliki SDM yang merata dan jauh lebih baik	0,0558	4	0,2231
7	Mitra memilih kompetitor karena harga	0,0571	4	0,2286
8	Biaya pemasaran yang meningkat	0,0561	4	0,2244
9	Pesaing yang memasarkan melalui toko *online* (*e-commerce*)	0,0568	4	0,2272
	Total score of threats	0,4937	-	1,8768
	Total Score of Weight	**1,00**		**3,8516**

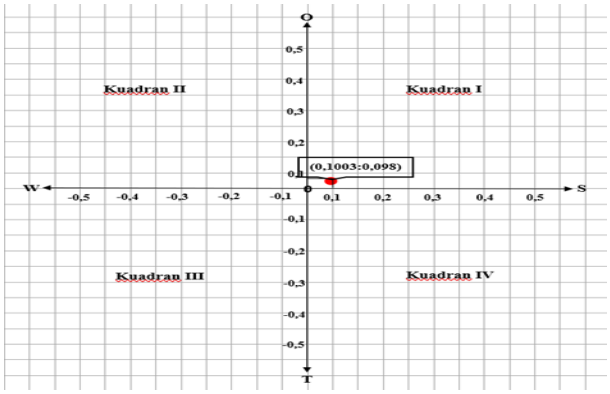
From the processing results in table 5 above, opportunities of 1.9748 and threats of 1.8768 are obtained. So that the EFE score is 3.8516, which means that CV. Sumber Arafat has external conditions between the average. CV. Sumber Arafat is relatively adequate for the use of the type of energy it has.

Grand strategy matrix

In determining the best position, the grand strategy matrix is used. Determination of the coordinates of the points used in this matrix are based on the difference in internal factor scores and the difference in external factor scores.

Figure 4

Result of Grand Strategy Matrix



The calculation of the X and Y coordinate points is as follows:

X = Total Score of Strength - Total Score of Weakness

= 1,8857 - 1,7854 = 0,1003

Y = Total Score of Opportunities - Total Score of Threats

= 1,9748 - 1,8768 = 0,098

Based on the SWOT quadrant in Figure 4 above, it shows that batik tulis Tanjung Bumi (CV. Sumber Arafat) is in quadrant I, namely an aggressive (positive-positive) strategy. So the strategy that can be used by CV. Sumber Arafat is the SO or Strengths and Opportunity strategy, which means that the company is in a good condition so that it is possible to enlarge marketing and reach the market to the maximum. This strategy is based on the great strengths possessed by CV. Sumber Arafat followed by opportunities that are still wide open.

SWOT matrix analysis

In this study, the SWOT Matrix is used to develop a cafe strategy based on internal and external factors. The SWOT matrix is a tool used as an approach to establishing definitive strategies in carrying out strategic planning. A summary or combination of internal (strengths-weaknesses) with external (opportunities-threats) that gives birth to several types of strategies (Syahlepi, R., (2023)).

Table 6

SWOT Matrix Analysis

INTERNAL / **EKSTERNAL**	**Strength (S)**	**Weakness (W)**
	1. CV Sumber Arafat has a market segmentation in the form of all groups. 2. Prices are comparable to the quality of written batik with various patterns and colours. 3. Special offers for large purchases. 4. Have promoted to several social media. 5. Making quality written batik typical of Tanjung Bumi. 6. CV Sumber Arafat has complete equipment and facilities that are comfortable for the production process. 7. CV Sumber Arafat is currently able to manage its own cost structure. 8. Sales	1. Has not expanded market segmentation. 2. Less attention to price competition. 3. No wider personalised services such as website, email or feedback. 4. Only sell through stores. 5. Lack of dissemination of product-related information 6. There are no employees who are experts in digital marketing and graphic design. 7. Has not collaborated with any expedition or agency. 8. Operating costs are sometimes higher than sales results 9. Only get fees from sales.
Opportunities (O)	**Strategi S-O**	**Strategi W-O**

1. Wide market share. 2. Enforcement of the member system. 3. Has an ideal opportunity especially in creating competitive prices. 4. Expansion of sales to several e-commerce 5. Have opportunities with additional machine technology for production and information technology in product marketing. 6. Opportunity to open a showcase in e-commerce 7. Expanding partnerships by acting as a supplier for government and private agencies. 8. Partners as one of the steps to be able to reduce costs and can increase the acquisition of CV costs. Sumber Arafat 9. Revenue streams from product sales can continue to be expanded	1. Use existing market segmentation to expand marketing reach. The company can organize events or marketing campaigns that appeal to all groups, such as batik workshops or cultural exhibitions (S1,O1). 2. Create discount programs or product bundling to attract customers who want to buy batik at competitive prices. This can take advantage of product quality advantages while presenting an attractive price (S2, O3). 3. Maximize the use of social media to promote sales on e-commerce platforms. Use features such as paid advertising, live selling, or collaboration with marketplaces to reach a wider range of consumers (S4, O4). 4. Create an online showcase featuring Tanjung Bumi's signature batik products. This will attract customers who want uniqueness and high quality (S5, O6). 5. Invest in machinery and information technology to simplify the production and marketing process. This can improve production efficiency and provide better marketing data (S6, O5). 6. Develop partnerships to become suppliers for government and private institutions. With good cost management, CV Sumber Arafat can offer attractive prices on large projects (S7, O7). 7. Product diversification, for example by making more attractive batik accessory items (such as bags, wallets, or ornaments) that can be sold at competitive prices (S8, O9).	1. Dig deeper into potential market segmentation. This can be done with market research to find new segments that can be worked with or become new targets. (O1, W1) 2. Develop a member system that can provide more personalized services, for example giving special discounts or exclusive offers that make customers more loyal (W3, O3) 3. Start to establish a presence in e-commerce. Because with an online platform, the Company can reach more customers outside not only those who go to physical stores (W4, O4). 4. Utilize digital technology for marketing. For example, by creating informative websites or social media accounts to explain products more clearly (W5, O5). 5. Recruit or provide training to employees so that they have skills in digital marketing and graphic design. With this team, marketing becomes more effective (W6, O6). 6. Establish cooperation with the expedition for better distribution, and try to offer batik products to government or private institutions (W7, O7). 7. Look for partners who can help share costs, such as suppliers or distributors, so that the operational burden can be lighter. (W8, O8) 8. Explore other sources of income, for example by offering services or workshops related to the batik products sold. (W9, O9)
Threats (T)	**Strategi S-T**	**Strategi W-T**
1. Competitors	1. Combining the strength of market segmentation with promotion on	1. Conduct market research to find new segments and

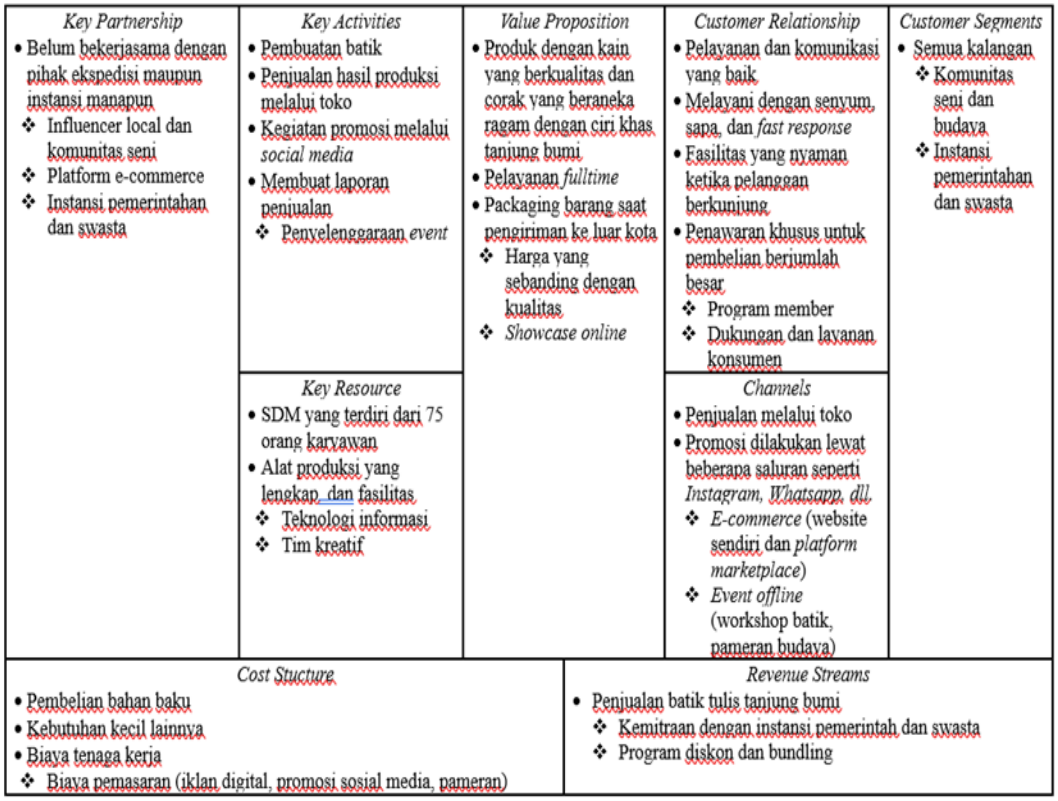
2. Competitors have attractive marketing strategies 3. Customers keep switching because competitors provide special prices. 4. Competitors who have done channels first. 5. Competitors who have used other social media first 6. Competitors have evenly distributed and much better human resources. 7. Partners choose competitors because of price 8. Cheaper marketing costs **9.** Competitors who market through online stores (e-commerce).	social media to create a strong multi-channel strategy to keep up with competitors who have already diversified their channels and minimize losing competitiveness to competitors (S1, S4, T4, T1). 2. Prices that are comparable to the quality of batik products and special offers provided by CV. Sumber Arafat is a strategy that can easily prevent customers from moving to competitors. (S2, S3, T3) 3. Highlighting the uniqueness of Tanjung Bumi handmade batik as a competitive advantage to face competitors who have better human resources. (S5, T6) 4. Using a controlled cost structure to overcome the threat of increasing marketing costs without sacrificing product quality. (S7, T8)	opportunities. Companies can conduct surveys or ask for feedback from customers. So, with this, the company can understand what customers need and also know who are the competitors in the new segment. (W1. T1) 2. Improve the pricing strategy by analyzing competitors' prices. This can be done by making a product price table and comparing it with competitors' products to see where the Company is. Then, offer additional value to customers to keep them loyal. (W2, T2) 3. Create a website and be active on social media. This is important to reach a wider range of customers, can be done with social media accounts according to the tastes of the company's target market and utilize the website for product information, as well as a place for criticism and suggestions. (W3, T5). 4. Expand to online sales. Companies can try existing e-commerce platforms or build their own online stores. This will not only help the company reach more people, but can also increase sales. (W4, T9). 5. Create interesting and educative marketing content about the batik products produced. For example, by posting about product advantages, tips, and benefits. This can make customers more aware of and interested in the products, even though there are price cuts from competitors. (W5, T3)

		6. Consider working with freelancers or digital marketing agencies. It can be efficient to add skills and also the results of their work can be seen more quickly without having to hire permanent employees. (W6,T6) 7. Look for expedition partners that offer competitive prices or discounts for shipping. This can be a selling point to attract partners or customers. (W7,T7) 8. Conduct a cost analysis to find areas that can be saved. Perhaps consider using more cost-effective marketing strategies, such as marketing that relies on relevant content or influencers. (W8,T8) 9. Try to diversify revenue sources, such as new products, collaborations with other brands, or loyalty programs for customers. In this way, the company can create more revenue channels. (W9,T4)

Based on Table 6, by comparing previous research, there are four alternative strategies that can be implemented by CV Sumber Arafat. The S-O strategy supports an aggressive strategy designed to take advantage of internal strengths to take external opportunities. The S-T strategy supports a diversification strategy by using the company's strengths to deal with threats. The W-O strategy supports a turnaround strategy to overcome internal weaknesses by taking advantage of existing opportunities. Finally, the W-T strategy supports a defensive strategy to minimise weaknesses and avoid threats. Once the SWOT strategy is set, the next step is to update the company's Business Model Canvas (BMC).

Figure 5

New Business Model Canvas at CV Sumber Arafat



CONCLUSION

Based on the results of research and discussion, CV Sumber Arafat has indirectly and unstructuredly carried out the Business Model Canvas concept in running its business which is marked by the presence of the nine components of the Business Model Canvas. In the SWOT analysis, CV Sumber Arafat occupies Quadrant 1 with a strength score of 1.8857 and a weakness of 1.7854. While the opportunity score is 1.9748 and the threat is 1.8768. So the strategy that can be used is the SO or Strength and Opportunity strategy, which means that the company is still classified as in a favourable situation where the strategy that must be applied in this condition is to support an aggressive growth policy. The results of this study are expected that in the near future, the company can see an increase in sales through e-commerce, although this may cause operational costs and digital marketing to rise. In the long run, this strategy can also help companies rely less on physical stores, reduce operational costs, and make companies more competitive in the digital market. This has the potential to increase profits and make customers more loyal. While there is a risk of initial

costs for training and technology, it could pay off with better efficiency and more stable business growth in the future.

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