

## OPTIMIZING BUSINESS MODEL CANVAS AND SWOT FOR ENHANCING PERFORMANCE AND SUSTAINABILITY IN SHARIA COOPERATIVES



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### Abstract

The application of the Business Model Canvas (BMC) in the context of Shariah Cooperatives becomes imperative to formulate and evaluate effective business models. BMC provides a clear framework for identifying the key elements of a business model, including customer segments, value propositions, distribution channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures. This research aims to explore the application of BMC in Shariah Cooperatives, with a focus on Baitul Maal wat Tamwil (BMT) as a case study. The research method involves Focus Group Discussions (FGDs) with Shariah Cooperative actors and customers to gather in-depth insights regarding the challenges and opportunities faced. The study results show that by using BMC, Shariah Cooperatives can identify and exploit unexplored market opportunities, as well as overcome existing internal weaknesses. Through SWOT analysis, the study also identifies the strengths, weaknesses, opportunities, and threats faced by Shariah Cooperatives, which can be used to formulate more effective development strategies. The findings are expected to provide insights for stakeholders in improving the performance and sustainability of Shariah Cooperatives, as well as contributing to the improvement of the economic well-being of the community.

**Keywords:** Sharia Cooperatives, Business Model Canvas, Islamic Microfinance, Product Innovation, SWOT Analysis

## INTRODUCTION

Microfinance plays an important role in meeting the financial needs of the poor and micro and small businesses. Access to financial services is expected to create new business opportunities and improve welfare. However, the need for these services is often not met by traditional financial institutions, such as microfinance institutions. This is due to the characteristics of the poor and micro businesses who generally have low levels of education, lack of managerial skills, and an uncertain business environment (KNKS, 2019). However, this group is considered to have a high risk in accessing capital. This condition encourages the poor and small businesses to innovate by forming microfinance institutions independently to meet their financial needs. In Indonesia, Sharia Cooperatives, including Baitul Maal wat Tamwil (BMT), function as financial institutions that are not only oriented towards profit but also towards social benefits. Sharia Cooperatives utilize various resources, including commercial capital and social funds (such as zakat, alms, infak, and waqf) from the community.

These resources are managed to provide benefits to local communities, reaffirming the idea of social institutions that focus on the people's economy. This approach primarily targets the lower social classes, from the near poor to the very poor, through capital assistance and empowerment to improve economic, social, and spiritual welfare (Muslich, 2019). However, although Sharia Cooperatives have great potential to improve community welfare, they often face challenges in terms of management, product innovation, and compliance with Sharia principles. According to data from the Ministry of Cooperatives and SMEs, the number of Sharia Cooperatives in Indonesia has experienced significant growth, but there is still much that needs to be improved in terms of management and service. The table below shows the development of the number of Sharia Cooperatives in Indonesia from year to year.

**Table 1.**  
**Estimated Number of Sharia Cooperatives in Indonesia**

<b>Year</b>	<b>Number of Sharia Cooperatives</b>
2018	1.200
2019	1.500
2020	1.800

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2021	2.100
2022	2.500
2023	2.800

Source: Data taken from the Ministry of Cooperatives and SMEs of the Republic of Indonesia (2023)

To achieve this goal, careful planning is essential, because Sharia Cooperatives are business entities that require a mature strategy. Evaluation of a business plan or active business requires the use of a clear business model as a reference. According to Giorgetti (2016), a business model serves as a framework of reference that underlies a new system with advantages over previous approaches. One innovation that can help overcome this challenge is the use of Business Model Canvas (BMC). The use of BMC in Islamic financial institutions, such as Sharia Cooperatives, is essential to identify and correct possible conceptual errors or areas that require improvement in business operations. BMC provides a systematic framework for analyzing and formulating effective business models. By using BMC, Sharia Cooperatives can identify key elements of their business model, including customer segments, value propositions, distribution channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures.

Through SWOT analysis, this study also identifies the strengths, weaknesses, opportunities, and threats faced by Sharia Cooperatives. This analysis is important for formulating more effective development strategies. The strengths of Sharia Cooperatives, such as community support and access to social funds, can be utilized to improve the services and products offered. On the other hand, weaknesses such as lack of public trust and limited human resources need to be addressed through training and capacity building. Existing opportunities, such as increasing public awareness of the importance of Sharia finance, can be utilized to attract more customers. However, the threat of increasingly fierce competition in the microfinance sector must also be considered.

## **REVIEW OF LITERATURE**

### **Focus Group Discussions (FGD)**

Focus Group Discussions (FGD) is a qualitative data collection method that involves a focused discussion with a group of people to explore their views, experiences, and

perceptions on a particular topic. According to Krueger and Casey (2015), FGD allows researchers to gain in-depth insights and interactions between participants, which can produce richer information compared to traditional survey methods. FGD can also help in understanding the social and cultural contexts that influence participants' views (Morgan, 1997). By involving various stakeholders in FGD, this study can identify the challenges and opportunities faced by Sharia Cooperatives more comprehensively.

### **Business Model Canvas (BMC)**

Business Model Canvas (BMC) is a strategic tool used to design, describe, and change business models. BMC consists of nine building blocks that include customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures (Osterwalder & Pigneur, 2010). The use of BMC enables organizations to have a better understanding of how they create, deliver, and capture value. According to Zott and Amit (2010), BMC also helps in identifying innovation opportunities and increasing the competitiveness of the organization. In the context of Islamic Cooperatives, the application of BMC can help in formulating more effective strategies to achieve social and economic goals.

### **SWOT Analysis**

SWOT analysis is a managerial tool used to evaluate the strengths, weaknesses, opportunities, and threats faced by an organization (Ghazali et al., 2020). This analysis helps organizations formulate effective strategies by utilizing existing strengths and opportunities and overcoming weaknesses and threats. According to Panagiotou (2003), SWOT analysis can be used as a basis for strategic decision-making and long-term planning, so that organizations can adapt to changes in the business environment. In this study, SWOT analysis is used to identify factors that affect the performance of Islamic Cooperatives and formulate better development strategies.

## **RESEARCH METHOD**

This research was conducted using a qualitative method, which aims to explore and understand in depth the implementation of the Business Model Canvas (BMC) in Sharia Cooperatives. The qualitative method was chosen because it allows researchers to collect rich

and in-depth information from various sources, including Sharia Cooperative actors and customers. Data were taken from 50 respondents of Sharia Cooperative actors and 100 Sharia Cooperative customers in Central Java and the Special Region of Yogyakarta. In addition, the SWOT analysis method was also used to map the direction of further research. The research in the first year used primary data collected through Focus Group Discussions (FGD), questionnaires, and interviews with Sharia Cooperative actors and Sharia Cooperative customers. According to Spradley and Sugiyono (2010), three techniques are used to analyze data, namely domain analysis, taxonomy analysis, and component analysis. However, in the first year of this research, only two analyses were used, namely domain analysis and taxonomy analysis.

**Table 2.**  
**Data Collection Stages**

No	Data Collection Stages	Data/Output
1	FGD with Sharia Cooperative actors	Mapping information on the Business Model Canvas of Sharia Cooperatives in Central Java and DIY. This information is used as material for compiling a questionnaire for Sharia Cooperative actors.
2	Distribution of questionnaires to Sharia Cooperative actors	Information about the Sharia Cooperative Business Model Canvas. This questionnaire also serves as a pre-test for the implementation of Business Model Canvas.
3	Interview with Sharia Cooperative actors	Confirmation and checking of information obtained through the questionnaire.
4	FGD with Sharia Cooperative customers	Information about the Business Model Canvas, which includes nine components.
5	Distribution of questionnaires to Sharia Cooperative customers	Information about the Sharia Cooperative Business Model Canvas. This questionnaire also serves as a pre-test for the implementation of Business Model Canvas.
6	Interview with Sharia Cooperative customers	Confirmation and checking of information obtained through the questionnaire.

Source: Compiled by the author 2025

## RESULTS AND DISCUSSION

Islamic microfinance institutions are financial institutions that carry out business activities based on Sharia principles, namely the rules of agreement based on Islamic law

between microfinance institutions and other parties for the storage of funds and/or financing of business activities or other activities that are stated to be by Sharia. Islamic microfinance institutions, often referred to as Islamic Microfinance Institutes in other countries, are different from conventional microfinance institutions in general. The main difference lies in the operational basis used. While conventional microfinance institutions operate based on interest, Islamic microfinance institutions operate based on profit sharing, as well as buying selling, and renting. This is based on the belief that interest contains elements of *usury*, which is prohibited in Islam. Islamic cooperatives, also apply the same principles as Islamic microfinance institutions in terms of storage and credit. In the view of Islam, the interest system is considered to contain elements of injustice because the owner of the funds requires the borrower to pay more than what is borrowed, regardless of whether the borrower makes a profit or suffers a loss.

On the other hand, the profit-sharing system applied by Islamic microfinance institutions is a system in which the borrower and lender share the risks and profits, with the division according to an agreement. In this case, no party is harmed by the other party. In addition, from an economic perspective, Islamic microfinance institutions can also be defined as intermediary institutions that channel public investment optimally (with the obligation of zakat and the prohibition of usury), are productive (with the prohibition of gambling), and are implemented by Islamic values, ethics, and principles. From the results of the FGD with the managers of financial institutions, in the process of determining marketing strategies, several important factors are always considered by the management of Islamic microfinance institutions, namely: strategy to increase the effectiveness and efficiency of the marketing sector. Marketing cannot function effectively or efficiently without a control strategy. Strategy that functions to prepare a business plan every three months, so that there are always changes and new movements in marketing. Strategy to test how effective the marketing team is performing. With the strategy implemented, the performance of marketers can run optimally and effectively. Develop a strategy to assess the reliability of products and services. A successful strategy to measure marketing success so that it can be seen how successful the marketing of Islamic microfinance institutions is.

The concept of determining this strategy is seen as determining the objectives of Islamic cooperatives, not only to provide direction for formulating strategies but also to form aspirations for Islamic cooperatives. With the right marketing strategy, each employee can determine their role according to the target. Therefore, determining a marketing strategy for Sharia cooperatives is very important to regulate the marketing concept of Sharia cooperative products and services.

**Table 3.**  
**Results of Business Model Canvas (BMC) Analysis of Sharia Cooperatives in Central Java and DIY**

<b>BMC Elements</b>	<b>Description</b>
Customer Segments	Sharia cooperatives target customer segments consisting of individuals and micro, small, and medium enterprises (MSMEs) seeking financial services by Sharia principles. These customers include cooperative members and the public who need financing.
Value Proposition	Sharia cooperatives offer financial services that are by Sharia principles, such as interest-free financing, profit sharing, and ethical financial products. In addition, Sharia cooperatives provide easy access and friendly services.
Channel	Sharia cooperatives use various channels to reach customers, including physical offices, online services, and mobile applications. These channels make it easier for customers to access services and information.
Customer Relations	Sharia cooperatives build strong relationships with customers through a personal approach, responsive customer service, and loyalty programs. Cooperatives also prioritize transparency in every transaction.
Income Streams	The income stream of Sharia cooperatives comes from profit-sharing margins, administrative fees, and additional services such as financial training and consulting. Cooperatives can also earn income from managed zakat and infak.
Key Resources	The key resources of Islamic cooperatives include capital from members, competent human resources, information technology for online services, and partnership networks with other institutions.
Key Activities	Key activities of Islamic cooperatives include fund management, provision of financial services, product marketing, member training, and development of new products that meet market needs.

Key Partnerships	Sharia cooperatives establish partnerships with other financial institutions, non-governmental organizations, and local communities to expand the reach of services and increase public trust.
Cost Structure	The cost structure of Islamic cooperatives consists of operational costs, employee salaries, marketing costs, and information technology costs. Cooperatives need to manage these costs efficiently to ensure sustainability.

Source: Compiled by the author 2025

From the results of the identification of the internal and external environment that have been explained in the previous chapter, it can be identified that the internal and external factors in Islamic cooperatives can be explained as follows.

**Table 4.**  
**Internal and External Analysis Identification**

Strength	Weakness	Opportunity	Threat
Sharia cooperatives have a certain appeal in the market segment category.	Sharia cooperatives do not classify potential customer market segments.	Sharia cooperatives have a wide range of market segmentation options.	Competitors have started targeting new market segments.
Sharia cooperative services have certain attractions or benefits.	Sharia cooperative services are identical to other Sharia cooperative services.	Sharia cooperatives can innovate in the services provided to customers.	More service innovations have been made by competitors.
Sharia cooperatives have methods or techniques to attract potential customers.	Sharia cooperatives have difficulty finding new potential customers.	Sharia cooperatives use creative marketing to attract new customers.	Potential customers are more interested in other Sharia cooperatives.
Working principles that are by Islamic businesses make Sharia cooperatives easily trusted by customers.	The profits of Sharia cooperatives can only be obtained from one source	Other potential sources of income besides Sharia cooperative services.	Sharia cooperative profits are based on remaining operating results.

	and type of service.		
The benefits of Islamic cooperatives can be obtained from various sources.	Sharia cooperatives do not yet have certified employees in the financial services sector.	Sharia cooperatives recruit prospective employees according to their fields.	Sharia cooperative employees are more capable and knowledgeable.
Sharia cooperatives have employees who are knowledgeable in their respective fields.	Sharia cooperative customers only use the services offered once and do not continue.	Sharia cooperatives provide attractive prizes for customer loyalty.	Long-term customers move to other Sharia cooperatives.
Sharia cooperatives have dedicated members.	Sharia cooperatives provide services through online systems.	Sharia cooperatives provide services through online systems.	Sharia cooperatives fail to pay for their services.
The services offered by Sharia cooperatives can be accessed easily.	Sharia cooperatives expand cooperation with new partners.	Sharia cooperatives expand cooperation with new partners.	Sharia cooperative partners collaborate with other cooperatives.
Sharia cooperatives can easily adapt to customer desires.	Sharia cooperatives use technology to reduce operational costs.	Sharia cooperatives use technology to reduce operational costs.	Operating costs vary.

Source: Compiled by the author 2025

The strategic factors of Islamic cooperatives obtained are then formulated in the form of IFAS and EFAS tables before giving weight to each strategic factor of Islamic cooperatives. The provision of internal and external weights is based on the calculation of the assessment category value of each strategic factor of Islamic cooperatives. This is seen

from which has the greatest and smallest influence in providing an assessment. The function of providing weights and assessments is to determine the strategic factors of Islamic cooperatives and which factors have positive and negative impacts. Positive impacts can be in the form of strengths and opportunities, while negative impacts can be in the form of weaknesses and threats. The following is a table of assessments and weights and the provision of weights and assessments.

**Table 5.**  
**IFAS Weight Determination for Islamic Cooperatives**  
**Internal Strategic Factors (IFAS)**

<b>Factor</b>	<b>Rating</b>	<b>Weight</b>	<b>V x W</b>
Sharia cooperatives do not classify customer market segments.	3.0	0.08	0.24
Sharia cooperative services are identical to other Sharia cooperative services.	3.2	0.09	0.29
Sharia cooperatives have difficulty finding new potential customers.	2.9	0.08	0.23
The profits of Sharia cooperatives can only be obtained from one source and type of service.	2.7	0.08	0.22
Sharia cooperatives do not yet have certified employees in the financial services sector.	2.9	0.08	0.23
Sharia cooperative customers only use the services offered once.	2.7	0.08	0.22
Sharia cooperatives provide services through online systems.	3.3	0.09	0.30
Sharia cooperatives expand cooperation with new partners.	2.7	0.08	0.22
Sharia cooperatives use technology to reduce operational costs.	2.7	0.08	0.22
<b>Subtotal</b>	<b>26.1</b>	<b>0.74</b>	<b>2.15</b>
Sharia cooperatives have a certain appeal in the market segment category.	4.4	0.12	0.53
Sharia cooperative services have certain attractions or benefits.	4.4	0.12	0.53
Sharia cooperatives have methods to attract potential customers.	4.4	0.12	0.53
The benefits of Sharia cooperatives can be obtained from various sources.	4.0	0.11	0.44

Sharia cooperatives have employees who are knowledgeable in their respective fields.	4.5	0.13	0.58
Loyal customers of Islamic cooperatives.	4.3	0.12	0.52
The services offered by Sharia cooperatives can be accessed easily.	4.1	0.11	0.45
Sharia cooperatives collaborate with other organizations.	4.2	0.12	0.50
Sharia cooperatives are improving efficiency in spending operational costs.	4.2	0.12	0.50
<b>Subtotal</b>	<b>38.5</b>	<b>1.07</b>	<b>4.58</b>
<b>TOTAL</b>	<b>64.6</b>	<b>1.81</b>	<b>6.74</b>

Source: Compiled by the author 2025

**Table 6.**  
**Determination of EFAS Weight for Sharia Cooperatives**  
**External Strategic Factors (EFAS)**

<b>Factor</b>	<b>Rating</b>	<b>Weight</b>	<b>V x W</b>
Market segmentation for Sharia cooperatives is wide open.	4.3	0.12	0.52
Sharia cooperatives can innovate in the services provided to customers.	4.4	0.12	0.53
Sharia cooperatives carry out innovative marketing to attract potential customers	4.4	0.12	0.53
Potential other income outside of Sharia cooperative services.	3.7	0.10	0.37
Sharia cooperatives recruit prospective employees according to their fields.	4.1	0.11	0.45
Sharia cooperatives provide attractive prizes for customer loyalty.	4.0	0.11	0.44
Sharia cooperatives provide services through online systems.	4.0	0.11	0.44
Sharia cooperatives expand cooperation with new partners.	4.3	0.12	0.52
Sharia cooperatives use technology to reduce operational costs.	4.2	0.12	0.50
<b>Subtotal</b>	<b>37.4</b>	<b>1.03</b>	<b>4.29</b>
Competitors have started targeting new market segments.	3.8	0.11	0.42
More service innovations have been made by competitors.	3.6	0.10	0.36
Potential customers are more interested in other Sharia cooperatives.	3.1	0.09	0.28

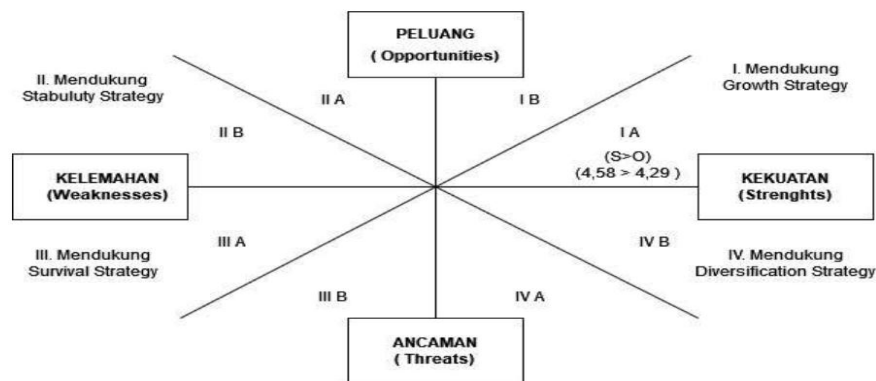
The profits of Islamic cooperatives are based on the remaining operating results.	4.0	0.11	0.44
Other Sharia cooperative employees are more capable.	3.5	0.10	0.35
Loyal customers move to other Sharia cooperatives.	3.1	0.09	0.28
Services provided by the Sharia cooperative failed to pay.	3.0	0.08	0.24
Sharia cooperative partners collaborate with other cooperatives.	3.4	0.09	0.31
Unpredictable operating costs.	3.3	0.09	0.30
<b>Subtotal</b>	<b>30.8</b>	<b>0.86</b>	<b>2.97</b>
<b>TOTAL</b>	<b>68.2</b>	<b>1.89</b>	<b>7.26</b>

Source: Compiled by the author 2025

Based on the results of the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS), the following values were obtained:

- Strengths (S) : 4.58
- Weaknesses (W) : 2.15
- Opportunities (O) : 4.29
- Threats (T) : 2.97

From these results, it can be concluded that Sharia cooperatives have more strengths than weaknesses in determining strategies to increase competitiveness. In addition, the opportunities are greater than the threats faced.



### Quadrant Position

Based on the values obtained, the position of Islamic cooperatives is in quadrant I (Strengths-Opportunities) in the SWOT matrix. This shows that Islamic cooperatives are in a good position to utilize their strengths to pursue existing opportunities. The recommended

strategy is a growth strategy, where Islamic cooperatives can develop new services and products and expand the market by utilizing existing strengths.

### **Suggestions for Improvement Based on Internal and External Environment**

Based on the results of the identification of the internal and external environment, the factors that affect Islamic cooperatives can be grouped into strengths, weaknesses, opportunities, and threats. This SWOT analysis aims to find the right strategy for Islamic cooperatives in utilizing market opportunities through analysis of internal and external factors that affect their business.

#### **Strengths**

The strengths of Islamic cooperatives include various aspects, including:

1. **Service Attraction:** The services offered by Islamic cooperatives have a certain attraction for customers, with a high rating indicating customer satisfaction.
2. **Competent Employees:** Sharia cooperatives have employees who are knowledgeable and experienced in their fields, which can improve the quality of service.
3. **Existence of Loyal Customers:** Sharia cooperatives have succeeded in building customer loyalty, which can be a valuable asset in maintaining market share.
4. **Diversification of Income Sources:** Sharia cooperatives can benefit from various sources, not just from financial services.

#### **Weaknesses**

However, some weaknesses need to be considered, such as:

1. **Limitations in Market Classification:** Sharia cooperatives have not properly classified market segments, so they have the potential to lose new customers.
2. **Tight Competition:** Many other Sharia cooperatives offer similar services, making it difficult to differentiate themselves.
3. **Dependence on a Single Source of Income:** Some Sharia cooperatives still rely on one type of service to make a profit.

#### **Opportunities**

The opportunities available to Sharia cooperatives include:

1. **Wide Market:** Market segmentation for Sharia cooperatives is wide open, providing opportunities to reach more customers.

2. Service Innovation: Sharia cooperatives can innovate in the services provided to attract new customers.
3. Innovative Marketing: Opportunities to carry out more innovative marketing to attract potential customers.

### **Threats**

The threats faced by Sharia cooperatives include:

1. Competition from Other Cooperatives: Competitors have begun targeting new market segments that can reduce the market share of Sharia cooperatives.
2. Reduced Customer Satisfaction: Loyal customers can switch to other cooperatives if the services provided are not satisfactory.
3. Unexpected Operational Costs: Uncertainty in operational costs can affect the profitability of Sharia cooperatives.

### **Service and Operational Development Plan**

After the SWOT analysis is carried out, a plan for developing the service and operational functions of Sharia cooperatives can be formulated based on the results of the SWOT calculation. Sharia cooperatives with a score of  $S < O$ , namely greater opportunities than existing strengths, indicate that the direction of Sharia cooperative policy is in a stable growth strategy condition.

From the existing table, positive internal and external factors indicate that the strengths of Islamic cooperatives are relatively superior to their weaknesses, while the current environment is better than the threats. Therefore, Islamic cooperatives can transform existing potential into better achievements and performance.

### **Recommended Policy**

The right policy to implement is to increase and enlarge the role of Islamic cooperatives in various activities according to their capabilities, as well as expand their roles and take advantage of existing opportunities. This policy is the basis for growth strategy conditions and is based on strategic choices that are oriented toward stable growth. In future development, Islamic cooperatives can use a growth strategy, but it must be done gradually according to the priority scale. This strategy is also supported by alternative opportunities to

attract more customer sympathy by ensuring the quality of products and services to better satisfy customers.

### **Aspects That Need to be Optimized**

Several aspects need to be optimized to improve the quality of service in sharia cooperatives, including:

1. **Market Segmentation:** Sharia cooperatives need to pay attention to market segmentation to reach new customers that have not been tapped.
2. **Service Innovation:** Sharia cooperatives must innovate in the services provided to customers, including the development of new products.
3. **Innovative Marketing:** Carrying out more innovative marketing to attract potential customers, including the use of digital technology.
4. **Other Income:** Maximizing potential income from sources other than the services offered by Sharia cooperatives.
5. **Customer Loyalty Awards:** Providing attractive prizes for loyal customers to increase their loyalty.
6. **Online Services:** Offering services through an online system to increase accessibility for customers.
7. **Cooperation with New Partners:** Expanding cooperation with new partners to increase the capacity and resources of Sharia cooperatives.

### **Innovation in Business Models**

Based on the results of the SWOT analysis applied to Sharia cooperatives, these results are used for innovation in the Sharia cooperative business model in the future using Business Model Canvas. Some new elements that need to be added to the new business model are:

1. **Customer Segment:** Sharia cooperatives need to add new customer segments that have not been targeted.
2. **Value Proposition:** Adding elements such as performance, customization, design, price, cost reduction, risk reduction, and accessibility.
3. **Distribution Channels:** Adding new distribution channels such as official websites, blogs, and use of social media.

4. Customer Relationships: Adding awards or prizes for loyal customers to improve relationships.
5. Source of Revenue: Adding a pickup system to improve service excellence.
6. Key Resources: Increasing the number of branches, managing customer data, increasing the number of employees, and paying attention to employee welfare.
7. Key Activities: Adding platforms or networks to improve interaction with customers.
8. Key Partnerships: Adding partners to meet capital needs.
9. Cost Structure: Adding the company's operating cost budget.

## **CONCLUSION**

The BMC and SWOT analysis conducted on Sharia cooperatives shows that this institution has significant potential to grow and develop in an increasingly competitive economic context. By utilizing existing strengths, such as customer loyalty and competent employees, Sharia cooperatives can develop more effective strategies to face existing challenges. Wide open opportunities, such as large markets and service innovations, provide opportunities for Sharia cooperatives to expand their reach and improve the quality of services offered. Sharia cooperatives need to continue to adapt to market changes and community needs. Innovation in services and products, as well as the application of digital technology, can be the key to increasing competitiveness. In addition, developing a business model that is more in line with market needs through the Business Model Canvas approach can help Sharia cooperatives formulate more focused and effective strategies. Sharia cooperatives not only act as financial institutions but also as agents of social change that can have a positive impact on society. With the right strategic steps, Sharia cooperatives can achieve long-term goals and provide greater benefits to their members and the wider community. Therefore, Sharia cooperatives need to continue to evaluate and continuously improve their operations and strategies.

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