

BUSINESS DEVELOPMENT STRATEGY USING THE BUSINESS MODEL CANVAS (BMC) APPROACH IN INCREASING SALES VOLUME AT MSME MOJOKERTO SAYUR (MOSAY)



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Abstract

Businesses today are increasingly developing following the needs of the market, such as the existence of a packaged vegetable business that was created because of this. Mojokerto Sayur (MOSAY) is one of the many packaged vegetable businesses in Mojokerto that faces challenging conditions and dynamic competition. This condition also makes MOSAY's sales turnover experience a decline to an increase that has not been able to reach the target every month. Therefore, MOSAY needs an appropriate business model and requires the implementation of new strategies in order to increase its sales volume. This research aims to analyze MOSAY's business model with the Business Model Canvas (BMC) approach which will then be evaluated according to SWOT analysis so that it will create recommendations for improvement in each element of the business model. This research uses a qualitative descriptive method with data analysis techniques using BMC and SWOT analysis which includes the use of IFAS and EFAS. Data collection techniques were carried out by observation, in-depth interviews and documentation studies. Informants in this study were selected purposively totaling 10 people consisting of owners, employees and consumers of MOSAY. The results showed a strategy that leads to supporting an aggressive strategy or “Growth Oriented Strategy” on the SWOT analysis diagram which will be used as a recommendation for BMC improvement. The implementation results show that each element in BMC requires improvement recommendations with the resulting strategy can be used as a consideration by MOSAY in making business decisions.

Keywords: Business Development, Business Model Canvas, SWOT Analysis, Mojokerto Sayur (MOSAY)

INTRODUCTION

Business competition these days is increasingly active and experiencing rapid development with various forms of business competition. Good business competition can be said to be a requirement for business actors to be able to compete with each other healthily in the market. This common competition can be used as a venue to promote efficiency and innovation to meet the needs of consumers (Sudrajat et al., 2023). A situation like this makes competition between business actors even tighter. Therefore, business people are required to think extra creatively and innovatively in formulating business strategies so that their business can develop and remain and be able to attract and dominate market share.

This high level of business competition is experienced by almost all business sectors and Micro, Small and Medium Enterprises (MSME) are no exception. Reporting from the Indonesian Chamber of Commerce and Industry (KADIN), the role of MSME for Indonesia's economic growth reaches 99% of all business units. In 2023, the number of MSME business actors will be around 66 million. The contribution of these MSME reached 61% of Indonesia's Gross Domestic Product (GDP) or the equivalent of 9,580 trillion rupiah (KADIN INDONESIA, 2023). The growth rate that occurs is quite large and proves that there are more and more MSME business actors so that this can increase the level of intense competition in it.

This competition has led to various efforts to deal with it, as is the case with business actors who are increasingly required to continue to adjust and be able to formulate business strategies efficiently and accordingly so as to increase sales volume and maintain their market share. In this business strategy formulation, business people should hold the concept of how a company can realize, share, and create value using a business model. The development of a business model has a major role in today's fierce competition; this is because the business model itself is able to consider and develop the company's resources. In addition, business models can make it difficult for competitors to duplicate the company's business and can make businesses more responsive to the entry of threats and opportunities from the company's internal and external environment. One of the business model concepts that is often found and used by business actors is the Business Model Canvas (BMC), which has 9 (nine) key elements.

According to the opinion of Osterwalder and Pigneur (in Sukarno & Ahsan, 2021). Business Model Canvas (BMC) which consists of 9 (nine) elements, namely customer relationships, customer segments, revenue streams, cost structures, channels, key activities, key resources and value propositions is a framework that has a canvas like shape to plan strategies in management to benefit from the business being run. With this Business Canvas Model (BMC), business actors have the ability to define and manipulate business models that are useful for creating precise and renewable business strategy formulations in an effort to increase their business sales volume, especially in the micro, small and medium business sector.

The MSME sector always experiences significant growth every year, including the agribusiness sector. MSME in the agribusiness sector have great potential to continue to grow, especially in meeting the food needs of the community. Basically, people's needs for vegetable consumption will continue to increase over time. Based on Indonesian data, the level of vegetable consumption in Indonesia over the past 5 years has continued to increase, reaching 151.8 grams/capita/day (DataIndonesia.com, 2024). In Mojokerto, the average

vegetable consumption per capita per week based on vegetable groups per district/city from 2021 to 2023 continues to increase every year (BPS.go.id, 2024). This, it is not surprising that many business people are interested in the vegetable business, especially packaged vegetables.

This packaged vegetable business is a new breakthrough that has a high opportunity to get big profits. Apart from the practical and hygiene factors, the packaged vegetable business also makes it easier for buyers who do not have enough time to shop at the market. Currently, it is quite easy to find packaged vegetable businesses in Mojokerto that offer their respective advantages. MSME Mojokerto Sayur (MOSAY) is one of the business actors in this field. MOSAY started operating in November 2021 and is located at Mutiara Garden Housing C5/133.

As a player in the packaged vegetable business, MOSAY often encounters high competition with other packaged vegetable businesses in Mojokerto. Around the business location, there are also many competitors in similar fields such as Sayur Segar (SAYURSAY), Sayur Box Mojokerto, Ls Farm, Sayur Mayur and Risma Sayur. In addition, MOSAY also experiences obstacles in achieving its sales turnover target, the sales results obtained are not optimal by experiencing decreases and increases where in these sales, MOSAY has not been able to meet the desired sales target, which is the average monthly sales of 50 to 60 million.

From the various obstacles and competition above, MOSAY as a business actor is required to be able to improve competitive skills by formulating and implementing the right business model to increase sales volume and can form efficient and effective company management. The business model that is considered very appropriate to be implemented and used in this research is based on MOSAY's business conditions, namely the Business Model Canvas. By utilizing the Business Model Canvas (BMC) approach, MOSAY can more easily review and analyze its business conditions in depth, focused, and accurate. After BMC mapping is done, the next step is to analyze each BMC element using SWOT analysis. The application of SWOT analysis in the BMC formulation process can create recommendations for improvement and refinement of the existing business model, which can later be used as the basis for managerial implications in supporting business development and increasing sales volume.

REVIEW OF LITERATURE

Strategy

The historical context of strategy has a history of words originating from the Greek word *strategos* which was known as a term in the military at that time. At that time, the notion of strategy was often associated with making plans to distribute and use military forces to win on the battlefield (Heriyanti, 2022)

According to Glueck W (in Mahrina & Yulianasari, 2021), strategy is a collection of plans that are arranged into one, broad in nature, and become a link between the company's strategic advantages and obstacles outside the company that are well formed to ensure the achievement of the company's main targets through proper implementation by the organization.

Business Strategy

Business Strategy is a long-term plan formulated with several considerations by a company to achieve their business targets and goals. This business strategy itself includes market segmentation to be addressed, goods or services to be marketed, pricing, marketing distribution channels, and types of promotions. By having the right business strategy, companies can maximize the profit or profit they get and at the same time can maintain their position in the market (Hamid et al., 2023).

Functional Strategy

Functional strategy has an operational nature because it will directly apply to the management function that will be responsible for it, this management function is developed in several functions such as marketing, human resources (HR) and finance. Based on this, functional strategies are useful in producing the details needed by function managers and operations managers to implement these strategies in direct action (Sunarto & Kadarusman, 2021).

Micro, Small and Medium Enterprises

According to Hidayat et al. (2021), Law Number 20 of 2008 defines Micro, Small and Medium Enterprises (MSME) based on their respective classifications. Micro Enterprises are productive businesses owned by individuals or individual business entities that meet certain criteria. Small Enterprises are independent businesses run by individuals or business entities, not subsidiaries or branches of medium or large enterprises. Meanwhile, Medium Enterprises are also independent and not part of another larger business, with assets or annual revenue within the limits set out in the law.

Business Model Canvas

According to (Osterwalder & Pigneur, 2019), the Business Model Canvas (BMC) is a combination of 9 (nine) elements that underlie the building of a business model that describes the thinking about how the company will benefit. The nine elements in the Business Model Canvas (BMC) itself include customer relationships, customer segments, revenue streams, cost structure, channels, key activities, key resources and value propositions.

SWOT Analysis

According to Freddy Rangkuti (in Luthfiyani & Permana, 2022) SWOT analysis is a form of action in analyzing or identifying circumstances from four different perspectives, namely: Strengths and Weaknesses in the internal environment within the company as well as Opportunities, and Threats that companies often encounter in the external environment.

Sales Volume

Sales volume is the total or achievement of sales results in a certain time which can be a reference for the ups and downs of a company's sales and is influenced by several elements, namely the quality of products, both goods and services, the interest of potential buyers, service to potential buyers, and business competition (Putra, 2019).

RESEARCH METHOD

In this study, a qualitative descriptive method will be used at Mojokerto Sayur MSME (MOSAY) located in Mutiara Garden C5/133 Housing. The research was conducted for almost 7 (seven) months from September 2024 to April 2025. The research location was chosen deliberately or purposively.

Data Collection

Data collection contained in scientific research is a structured procedure to obtain the data needed in research (Satori & Komariah, 2020). The data collection techniques used in this study include (1) observation by observing directly the research object to find out its business activities, (2) in-depth interviews with internal and external MOSAY parties and (3) documentation studies by examining company data and study literature

Data Type and Source

This research utilizes two types of data, namely primary data and secondary data. Primary data was obtained through in-depth interviews with MOSAY, including owners who aimed to answer problem formulations and obtain information related to Business Model Canvas (BMC) mapping and analysis of internal and external factors that affect the company's business model. In addition, interviews were also conducted with 8 purposively selected employees and consumers to strengthen the data collected. Meanwhile, secondary data was collected from various sources such as internal company documents, MOSAY social media, websites, as well as relevant literature such as books, scientific articles, and journals that support this research topic.

Data Analysis

The data analysis technique in this study uses SWOT analysis with narrative descriptive and applies it to descriptive data about the results of BMC MOSAY mapping. The data analysis procedure or flow in this study uses the Miles and Huberman model which has several processes in analyzing data, namely data reduction, presenting data (data display) and drawing conclusions and verifying (Abdussamad, 2021).

This research focuses on deepening the nine main elements in the Business Model Canvas (BMC), which are then further analyzed using SWOT methods to identify strengths, weaknesses, opportunities, and threats in each element. SWOT analysis is also used to assess the company's internal and external factors thoroughly, which are then processed through IFAS and EFAS matrices. The results of both matrices are visualized in a SWOT diagram to determine the position of the business in a given strategy quadrant. This position is the basis for formulating an appropriate strategy, which is then used to compile BMC improvements and produce managerial implications as a direction for MOSAY's business development in the future.

RESULTS AND DISCUSSION

Identify the Current BMC of Mojokerto Sayur (MOSAY)

The mapping of nine elements in the Business Model Canvas (BMC) was carried out based on the results of observations and interviews that have been carried out with the party who is considered to have the best understanding of the overall aspects of MOSAY's business, namely the owner. The following are the current BMC MOSAY mapping results:

1. Customer Segments

MOSAY's customer segment is included in the type of mass market which means a business model that does not differentiate customer segments differently but focuses on a large group of consumers who have similar needs. MOSAY's customer segments include (1) professional workers; (2) family; and (3) companies or other business actors.

2. Value Propositions

The value offered by MOSAY to its customer segment is (1) service by the owner; (2) a variety of diverse products with the best quality and affordable prices; and (3) free product delivery service.

3. Channel

MOSAY's means to convey value propositions so that they can be introduced to their customer segments using modern methods with (1) Instagram and WhatsApp social media; and the traditional way with (2) Word of Mouth (WOM); and (3) Business to Business.

4. Customer Relationship

In maintaining relationships with customers, MOSAY uses (1) personalized assistance; (2) the provision of discounts; (3) the implementation of feedback; and (4) self-sufficiency.

5. Revenue Streams

MOSAY's source of revenue comes from (1) product sales proceeds; and (2) shipping costs outside the stipulations.

6. Key Resources

The data sources that support the running of MOSAY's business include physical assets, intellectual resources, human resources, and financial resources. MOSAY's physical assets are (1) building facilities; and (2) production facilities. (3) human resources starting from owners, packers and couriers; (4) MOSAY's intellectual resources are logos, brands, business Google accounts, Instagram and WhatsApp; and (5) financial resources, namely cash.

7. Key Activities

The key activities carried out in MOSAY's business operations consist of (1) producing packaged vegetables; (2) service; (3) developing on the product; and (4) marketing activities.

8. Key Partnership

MOSAY's partnership in running its business to be able to add value to its business is with (1) the main raw material supplier (vegetables); (2) Indomaret Fresh; (3) Cafes and restaurants; (4) Events/communities; and (5) packaging suppliers.

9. Cost Structure

MOSAY's cost structure includes 2 (two) types, namely (1) fixed cost consisting of employee salary and (2) variable cost consisting of the cost of raw materials (vegetables & packaging), electricity, repair costs, and courier gasoline.

Table 1.

MOSAY's current Business Model Canvas

<u>Key Partnerships</u>	<u>Key Activities</u>	<u>Value Propositions</u>	<u>Customer Relationships</u>	<u>Customer Segments</u>
- Main material supplier	- Packaged vegetable production	- Services	- Personalized assistance	- Professional workers
- Indomaret Fresh	- Services	- Variety of best quality products	- Discounte price	- Family
- Café & Resto	- Developing	- & affordable	- Application of	- Business actors

- | | | | |
|-------------------------|------------------------|--------------------------------------|-----------------------------|
| - MSME
Community | product
- Marketing | prices
- Free delivery
service | feedback
- Grocery store |
| - Packaging
supplier | | | |

Key Resources

- Building facilities
- Production facilities
- Human Resources
- Brand, logo, business Google account, Instagram & WhatsApp
- Cash

Channels

- Instagram & WhatsApp
- Word of Mouth (WOM)
- Business to business

Cost Structure

- Fixed cost in the form of employee salaries
- Variable cost include raw materials, electricity, courier gasoline, and repair cost

Revenue Streams

- Product sales proceeds
- Product delivery postage

Source: Data Processed (2025)

SWOT Analysis of the Current Business Model Canvas Mojokerto Sayur (MOSAY)

SWOT analysis is used to systematically identify various factors to formulate the company's strategy appropriately. After the elements in the MOSAY Business Model Canvas have been identified, the next stage is to apply a SWOT analysis to each of these elements to find out the strengths, weaknesses, opportunities, and threats that each part of the business model has.

Table 2.
SWOT Analysis of MOSAY's current Business Model Canvas

Aspect	Strengths	Strengths	Opportunities	Threats
Customer Segments	The ability to gain more customers	Not specifically differentiating segments on customers	People like shopping with convenience, efficiently & quality.	The number of business actors with the same line of business
	Prioritize services	Delivery is not	Can be developed	the longer the

Value Propositions	and customer needs	optimal because it is less consistent	with a focus on specific customer segments	product is stored, the quality will decrease.
Channels	Product marketing delivery that includes everything both online and offline	Limited human resources so not optimal	Rapid technological development and cross-channel collaboration with other MSME to provide product bundling	Competitors have implemented more massive ways
Customer Relationships	Human resources is communicative for potential customers	Implementation is infrequent and not comprehensive	The ability to make consumers a repeat customer	Have offers and services that will attract customers more than competitors The price of the main vegetables raw material fluctuates depending on the season and the moment
Revenue Streams	Wide variety of product offerings	Only earn revenue from selling products and shipping costs	This business field includes primary needs and the rapid development of internet technology	
Key Resources	Have aspects to be able to meet the needs of consumers	Limited production space when demand is increasing	Opening a store separate from the production will attract customers	Durability that will decrease with frequent use
Key Activities	Always keep up with market needs	Services provided are not maximized	Can maximize increasingly technology	Decreased performance and potential employee burnout
Key Partnerships	Added value and efficiency of business operations	Dependence on raw material suppliers can be detrimental when raw material prices spike	The number of other businesses can open up new collaboration opportunities	The partner terminates the cooperation unilaterally
Cost Structure	Familiar with fixed costs and variable costs to be able to conduct efficient	Reduced sales turnover and revenue	Optimize owned resources and also partners	Business operating costs have increased

Source: Data Processed (2025)

Based on the results of interviews and observations, a follow-up assessment of MOSAY's business conditions was carried out through the analysis of internal and external factors using IFAS and EFAS indicators. After the indicators are determined, the assessment is carried out first on external factors, then continued with internal factors. The results of the matrix calculation show that the value of the force is 2.13; weakness 0.62; 2.04 chances; and threat 0.74; which is the basis for evaluating the company's current strategic position.

After that, in the calculation of the strategy, the determination of the position on the cartesian diagram is an important step and based on the results of the SWOT analysis, it is determined that the coordinates are at (1.51; 1.30) which indicates that MOSAY is in quadrant I. This position recommends the application of the "Growth Oriented Strategy" strategy which indicates the potential for the company to grow and develop more aggressively. Strategies that can be implemented by MOSAY include (1) market penetration; (2) market development; and (3) product development.

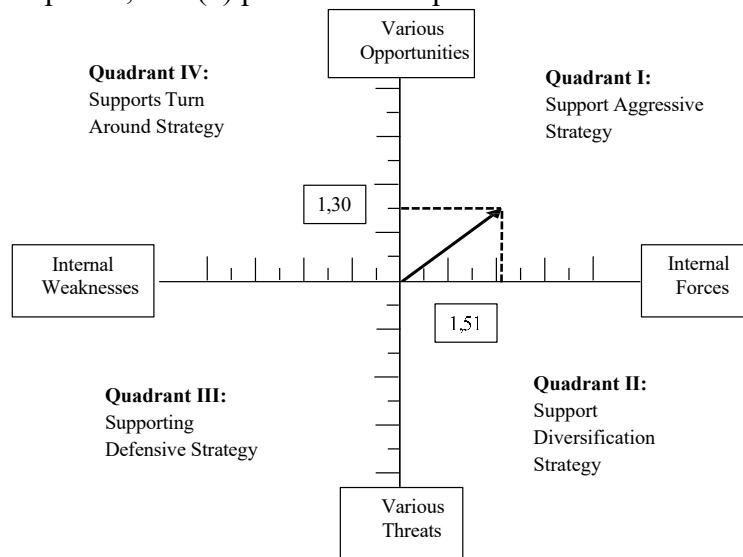


Figure 1.
SWOT Diagram Analysis Result

Improvement of Business Model Canvas Mojokerto Sayur (MOSAY)

According to Pramudiana et al. (in Hambali & Andarini, 2021) business models and business strategies are two different but interrelated things; The strategy focuses on the company's steps in building a competitive advantage to maintain business sustainability, while the business model assesses whether the implementation of the strategy is able to generate revenue and performance in accordance with profit targets. Therefore, the business model is prepared as a follow-up to the strategy to ensure that the strategy is truly effective and profitable. BMC mapping based on MOSAY's current business situation is very important to be done first so that the state of each element of the business model can be

known. Furthermore, it will be easier to know which elements of the business model need improvement.

Through the results of BMC mapping along with input on the strategy resulting from the SWOT analysis with SWOT diagrams as well as IFAS and EFAS, the next step will formulate BMC improvements on its 9 (nine) elements and will produce a new BMC formulation. The formulation as a recommendation for improvement can be in the form of a new strategy on the BMC element which can be seen in table 3 with the explanation below.

1. Customer Segments

The business model as an improvement that can be an input in the customer segments element is to make lifestyle healthy people & vegetarian people as the latest customer segments because they include people who implement a healthy lifestyle by paying attention to daily nutritional intake by consuming fresh and natural foods such as vegetables, so they have great potential to become consumers.

2. Value Proposition

The recommendation for improving the value proposition element is to intensify the vegetable consumption education program for a healthy lifestyle that can be used to build a new branding of the business as a pioneer of a healthy lifestyle based on local food. Programs can be carried out with informative content on business social media, to light education while at the offline bazaar including the benefits of vegetable consumption, tips and tricks for storing and processing vegetables to healthy practical recipes with processed vegetable ingredients. This value proposition will target new customer segments, especially consumers who apply a healthy lifestyle, vegetarians to dieters.

3. Channels

Improvements to the business model of channel elements are to utilize other social media such as Facebook and TikTok. Using Facebook by maximizing Facebook Ads and promoting in every Facebook community, especially the Mojokerto location. In addition, start using TikTok by consistently uploading content to attract more new customers.

4. Customer Relationships

Improvement of the business model in the customer relations element, namely (1) member cards with various benefits for customers for those who have the card; (2) voucher offers in the form of discounts can form customer loyalty; and (3) WhatsApp Business to convey information if there are attractive promos or price offers and to give greetings to customer relationships on certain holidays.

5. Revenue Streams

Input as an improvement of the elements of revenue streams to increase opinions, namely selling leftover production into organic fertilizer or animal feed. Vegetable waste that was previously only thrown away can be used as a selling point for local farmers or breeders.

6. Key Resources

Improvements to the main resources include (1) in the scope of building facilities can open separate store outlets from the production house to increase the visibility of the

business; (2) the addition of a payment transaction system to make it more efficient and professional; and (3) in the scope of human resources by adding marketing employees.

7. Key Activities

Input for improvements to the key activities element is (1) creating content for other social media, namely Facebook and TikTok; (2) briefing and evaluation to maintain performance; and (3) managing WhatsApp Business so that customer relationships with consumers are always maintained.

8. Key Partnerships

Improvements that can be applied to key partnership elements are (1) Expanding partnerships with other cafes & restaurants in Mojokerto; and (2) build partnerships with local farmers/breeders either to be used as suppliers to get vegetables first-hand or to distribute the rest of the vegetable production because it can be used as organic fertilizer and animal feed.

9. Cost Structure

The improvements that the input uses so that it can be used for direction in the replanning of the cost structure are (1) additional expenses in employee salaries for marketing employees; (2) to establish promotional expenses; and (3) incur business development costs.

Table 3.
MOSAY's Current Business Model Canvas

<u>Key Partnerships</u>	<u>Key Activities</u>	<u>Value Propositions</u>	<u>Customer Relationships</u>	<u>Customer Segments</u>
- Main material supplier	- Packaged vegetable production	- Services	- Personalized assistance	- Professional workers
- Indomaret Fresh	- Services	- Variety of best quality products & affordable prices	- Discounte price	- Family
- Café & Resto *(Expanding partnership with café & resto)	- Developing product	- Free delivery service	- Application of feedback	- Business actors
- MSME Community	- Marketing *Facebook and TikTok	- Promote vegetable consumption	- Grocery store	- Lifestyle healthy people & vegetarian people
- Packaging supplier	- Briefing and evaluation	- education program for a healthy lifestyle	- Member card	
			- Voucher offers	
			- WhatsApp Business	
- Partnership with local farmers/local breeders	- WhatsApp Business Management			

<u>Key Resources</u>	<u>Channels</u>
<ul style="list-style-type: none"> - Building facilities *(new store outlet) - Production facilities - Human Resources *(marketing) - Brand, logo, business Google account, Instagram & WhatsApp - Cash - Payment transaction system 	<ul style="list-style-type: none"> - Instagram & WhatsApp - Word of Mouth (WOM) - Business to business - Facebook & TikTok
<u>Cost Structure</u>	<u>Revenue Streams</u>
<ul style="list-style-type: none"> - Fixed cost in the form of employee salaries *(marketing) - Variable cost include raw materials, electricity, courier gasoline, repair costs, promotion costs and business development costs 	<ul style="list-style-type: none"> - Product sales proceeds - Product delivery postage - Sale of leftover production as organic fertilizer or fodder

Source: Data Processed (2025)

The results of the identification and improvement of MOSAY's Business Model Canvas (BMC) provide clarity on the direction of business development, the parties involved, and the division of roles needed to increase the company's sales volume. From the mapping, it can also be determined the cost needs and other supporting elements needed in the development process, so as to be able to create an optimal source of income. These findings are in line with the business model theory described by Pramudiana et al. (in Hambali & Andarini, 2021).

Managerial Implications

According to the results of the recommendations for improving the Business Model Canvas at Mojokerto Sayur (MOSAY), it will directly produce managerial implications in the decision-making process that are useful for increasing sales volume in improving business strategies, among others, namely (1) developing products in accordance with market interests by determining targets for achievement can include the time period, effectiveness and efficiency of the new product, or product diversification that includes a variety of products that can be offered to the customer segment; (2) recruit special employees in the

field of marketing to operate each channel in order to maximize the maximum number of online ones; (3) start planning to open a new outlet as a separate store from the production house taking into account the priorities of business visibility and a wider reach of potential customers; (4) maintain good relationships with consumers by forming brand loyalty that increases customer repeat purchases; (5) maintain good relationships with partners so that business value will also run sustainably; (6) rearrange every financing carried out and be able to manage business finances wisely so that budget allocation takes place appropriately and efficiently; (7) MOSAY has never formulated a BMC before, but the results of identification show that its business operations have covered nine main elements of BMC although it still needs improvement in each part. Through the BMC approach and SWOT analysis, this study provides recommendations for comprehensive improvements to all key elements in an effort to increase the company's sales volume; (8) improvements to BMC that are prioritized, namely in the elements of customer relationships, key activities, key resources, key partnerships, value propositions, channels and cost structure because they have a strong relationship with the improvement and development of business strategies to support the sustainable running of business activities. Furthermore, improvements for priority after are in the elements of customer segment and revenue streams; and (9) the improvement of the Business Model Canvas based on the results of the SWOT analysis is expected to be the main reference for MOSAY in designing business development strategies, as well as contributing as an additional reference in the study of business models in future research.

CONCLUSION

Based on the results of the research on the Mojokerto Sayur (MOSAY) business model with the Business Model Canvas (BMC) approach and SWOT analysis, it can be concluded that this business is in quadrant I in the SWOT diagram, showing favorable conditions and suitable for implementing an aggressive strategy or growth oriented strategy. The total scores of IFAS and EFAS are 2.45 and 2.78 respectively, Details of the scores include Strength of 2.13; Weakness of 0.62; Opportunity of 2.04; and Threat of 0.74

Although it has not previously used BMC, currently MOSAY has covered all elements in BMC and is recommended to make various improvements to increase sales volume. Improvements to each BMC block are in the customer segment element by making healthy lifestyle people, vegetarians, and dieters as the new market segment. Elements of value propositions by building new business branding as a pioneer of a healthy lifestyle based on local food. In the channel element by adding the use of other social media such as Facebook and Tiktok. Customer relationship elements by creating special programs such as member cards, voucher offers, and WhatsApp Business management to maintain good relationships with customer segments. The revenue stream element is by utilizing the remaining vegetable production that is used as a selling value for local farmers or breeders to be used as organic fertilizer or animal feed so that it will be an additional source of income to run a business. In the key resources element, the improvement includes the scope of building facilities by adding new buildings to be used as new store outlets, the scope of human resources with the addition of employees for marketing/content creators, and the addition of a payment transaction system. Key activities with the addition of key activities include marketing activities on increasing social media management, briefings and evaluations and management of WhatsApp Business. Furthermore, the key partnership

element is by establishing more cooperation with other cafes and restaurants as well as cooperation with local farmers and breeders. Finally, the cost structure element whose improvements in the reconstruction of the cost structure as a result of other block improvements include additions to employee salaries (marketing/content creators), promotional costs, and business development costs.

BMC's research on Mojokerto Sayur (MOSAY), which creates a picture of a new business model and a new strategy for business development, should be immediately followed up on and done by the company.

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