

The Use of Business Model Canvas for The Organizational Development at the Al Hanif Integrated Islamic High School

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Abstract

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This article aims to determine how the organizational development of SMP IT Al Hanif by using a canvas business model based on the results of a SWOT analysis. This research is a case study research. Research data obtained through interviews and observations are then presented in the form of a business model canvas and analyzed with strengths, weaknesses, opportunities, and challenges. The results are used to refine the canvas business model that has been implemented so far. The results showed that the canvas business model applied at SMP IT Al Hanif was very good, especially in the elements of the value proposition, revenue stream, key resources, cost structure, and revenue relations. The MBC that has been carried out on several elements has been very good and must continue to be developed, especially in the value proposition, key activities, and cost structure. The development of SMP IT Al Hanif using MBC based on the results of SWOT analysis was carried out by (a) maintaining the existing one and running well and (b) adding other things for development. Elements that need to be improved are key partners, channels, key resources, channels. Research on the development of educational organizations using MBC needs to be carried out on other educational organizations so that organizations can develop by developing their potential.

Abstrak

Kata kunci:

Sekolah Islam berasrama,
Bisnis model canvas,
Pengembangan organisasi

Artikel ini bertujuan untuk mengetahui bagaimana pengembangan organisasi SMP IT Al Hanif dengan menggunakan model bisnis kanvas berdasarkan hasil analisis SWOT. Penelitian ini merupakan penelitian studi kasus. Data penelitian yang diperoleh melalui wawancara dan observasi kemudian disajikan dalam bentuk kanvas model bisnis dan dianalisis dengan kekuatan, kelemahan, peluang, dan tantangan. Hasilnya digunakan untuk menyempurnakan model bisnis kanvas yang telah diterapkan selama ini. Hasil penelitian menunjukkan bahwa model bisnis kanvas yang diterapkan di SMP IT Al Hanif sangat baik terutama pada elemen value proposition, revenue stream, key resources, cost structure, dan revenue relation. MBC yang telah dilakukan pada beberapa elemen sudah sangat baik dan harus terus dikembangkan terutama pada value proposition, key activities, dan cost structure. Pengembangan SMP IT Al Hanif menggunakan MBC berdasarkan hasil analisis SWOT dilakukan dengan (a) mempertahankan yang sudah ada dan berjalan dengan baik dan (b) menambahkan hal-hal lain untuk pengembangan. Elemen yang perlu ditingkatkan adalah mitra utama, saluran, sumber daya utama, saluran. Penelitian pengembangan organisasi pendidikan dengan menggunakan MBC perlu dilakukan pada organisasi pendidikan lainnya agar organisasi dapat berkembang dengan mengembangkan potensinya.

INTRODUCTION

Today, more and more Islamic schools are established with a boarding school system. This model of Islamic school is believed by many to have many advantages over public schools and non-boarding Islamic schools. Among its advantages is the combination of general education curriculum and religious education. Thus, graduates can be expected to be not only smart but also have noble character. Islamic boarding schools guarantee children use their time to study more effectively because they are accompanied by their study for 24 hours. This is a solution for parents who are busy working and cannot accompany their children to study. Of course, to be able to realize these advantages, a boarding Islamic school must be able to provide quality educational programs with adequate educational infrastructure, more than other public schools. Islamic boarding schools must also provide dormitories as student residences complete with activities facilities for both personal and social activities. All that requires a large investment and good management.

Like other educational institutions, Islamic boarding schools can also be seen as business institutions because they are managed professionally, the service users pay, and the managers get profits or salaries from these activities. Article 65 paragraph 1 of the Undang-Undang Cipta Karya states that licensing in the education sector can be done through a business license. Apart from the pros and cons of the article, the fact is that the management of a school and the implementation of education in it cannot be separated from professional work activities. That is, the people who work in it are paid as a reward for what they have done. The salary is obtained from the price that must be paid by the service user, namely the parent/guardian who sends their child to school.

The increasing number of parents who expect their children to get a quality education has encouraged many parties to establish schools, including Islamic boarding schools. As a result, there is intense competition to get consumers, in a sense, students. Schools must be able to develop their advantages to remain able to compete with competitors (other schools) through efficiency, product quality, and innovation (Wijaya, 2008). Only schools that can provide the best service will win the trust of the community. To be able to win the competition, schools must choose the right business model. If they can't implement the right business model, the company will be unable to compete. Implementing the right business model is the way an organization can survive. For this reason, every organization must be able to make maximum use of the resources and existence of a health service unit.

Islamic Junior High School Integrated (SMP IT Al Hanif) is one of the Islamic high schools that implements a boarding school system. This school has grown rapidly since its establishment in 2009 and has the potential to be developed into a larger and more recognized national level. Therefore, it takes the right business model to be able to generate money or business value according to its objectives. One of the business models that is currently popularly used in the field of entrepreneurship and is starting to be widely applied in the field of education is the business canvas model.

The business model is the source of excellence that an organization has that makes it superior and able to compete with similar organizations. A business model is a description of how a company creates added value in the world of work, including the combination of products, services, image, distribution and resources, and infrastructure. (Hermawan & Pravitasari, 2013). The concept of a business model is used as a general way to describe how a company interacts

with its suppliers, partners, and customers. A business model can be analogized as a blueprint for an organizational strategy that is implemented through organizational structures, processes, and organizational systems.

Geisen et al. (2010) in their research at the world's largest fashion clothing company found that in an increasingly complex and rapidly changing business environment, organizations must rethink their business models. The business model provides an overview of how capabilities such as customer focus, shared language, and value creation processes in the company will help companies increase value for customers (Carlson & Wilmot, 2006). Business models can also be used as a communication frame between companies and investors (Nielsen & Bukh, 2013).

One of the popular business models used in the field of entrepreneurship is the business model canvas (MBC) (Osterwalder, 2010). This business model describes the rationale for how an organization or company creates, delivers, and captures value. The advantages of MBC compared to other models are that it is easy to change quickly and it is easy to see the implications of changing one element on other business elements. Business managers who focus their energies on the nine elements of BMC have a higher chance of achieving organizational success.

MBC has 9 elements which are described in 9 boxes. The nine boxes cover the four main areas of a business: customers, offerings, infrastructure, and financial viability. The nine basic building blocks used for the depiction of the business model canvas can be seen in the following figure.

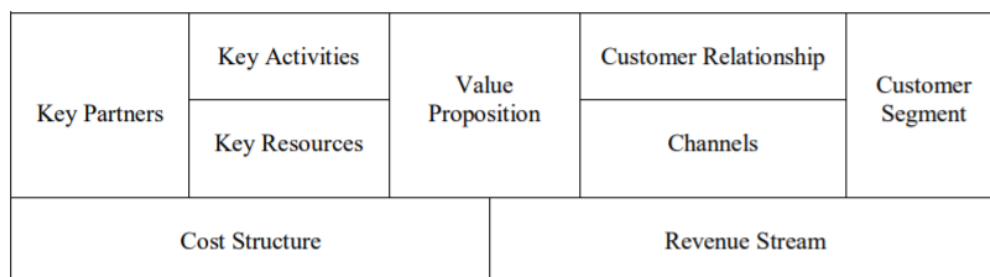


Figure 1: Bussines Model Canvas

The nine boxes in MBC are described as follows.

The customer Segment consists of a group of customers who have something in common, namely paying to get something needed (can be in the form of goods or services). Only profitable or paying customers will bring the organization to life. It can be said that the customer is the main aspect determining the success of the organization (Ladd, 2018). A person or group of people who can be grouped in CS must meet the criteria (a) require service (VP) because they have special problems or needs; (b) different customers are served with different channels; (c) provide distinct advantages to the organization; and (d) can pay for the goods or services received following the perception of the value of the goods or services they receive.

Value Propositions are unique products or services that an organization promises or provides to its targeted customers. VP does not only contain a description of the product or service, but also an explanation of the benefits of the service according to customer needs. This means that the VP also requires a description of the quality, performance, design, or impact of the product being offered. For customers, VP is solving their problems or meeting their needs. In other words, VP is the advantage an organization offers its customers. Some of the things that affect VP are performance, novelty, customization, job completion, design, branding, price, cost

reduction, risk reduction, ease of access, and convenience or ease of use. Value development can be done by adding business fields that have not been done before. For example, by adding the elements of opening a meat kiosk and opening a meat processing business, creating a website, doing consignments with several sales points and collaborating with universities, and looking for freelance web developers (Fathurohman, 2018).

Channels (CH) refers to the channels or ways an organization interacts with customers to inform its products or services. The interaction in question can be an individual organization interaction with customers or massively / in groups. There are five channel functions, namely (1) increasing customer awareness of the organization/company's products and services; (2) providing an opportunity for customers to rate the VP of the organization/company; (3) facilitating customers who wish to order special products or services; (4) facilitate the delivery of added value to customers, and (5) provide support to customers after purchase or service.

The revenue stream (RV) is the source or origin from which the organization gets the organization's costs. In simple language, RV can be defined as income received by the organization or company from each CS. The organization's main source of revenue comes from customers based on the assets, usage fees, subscriptions, rentals, licenses, commissions, or advertisements they enjoy (Ladd, 2018). RV cannot be interpreted as a profit because net profit is the net income obtained after deducting the costs incurred. There are two forms of RV, namely income earned in one-time customer transactions and income obtained from recurring routine payments, such as monthly fees.

Key resources (KR) are the main resources in the form of physical, intellectual, and financial capital that support key activities (KA) to produce goods or services, and solve problems. KR also includes leadership and organizational structure. In an organization, the leadership trait of the entrepreneur is positively correlated to performance, or platform building (Stuart & Abetti, 1987). Another study conducted by Cooper et al. (1994) of 1,053 companies found that various human capital contributed differently to start-up performance. However, consistent injection of financial capital improves the performance of capital companies.

Key Activities (KA) are the main activities carried out by the organization to obtain good added value. KA is essential to create and offer VP to customers, gain market and earn revenue. Key Partnership (KP) is the main partner in the business, for example, a supplier, so that the business model can work. Companies work together for several reasons and partnerships are the cornerstone of several business models. Companies create alliances to optimize their business models, reduce risk, or acquire resources. There are four partnership models in the business model, namely (a) strategic alliances between non-competitor companies, (b) competition, namely partnerships with competitors, organizations/companies operating in the same field; (3) joint ventures to create new business, and (4) buyer-supplier relationships that can guarantee supply. The development of a good business model requires internal and external alignment. Internally it needs alignment with the customer value proposition, while externally it needs to be aligned with the customer, partner, and supplier network (Giesen et al., 2010). Cost Structure is a component of costs incurred so that the organization can run according to the developed business model. These costs can be determined after the organization has identified key resources, key activities, and key partnerships.

Taufik et al (2021) found that with the business canvas model the CSR team of PT Pertamina (Persero) Fuel Terminal Cikampek was able to carry out social innovations with levers of empowerment through the Pesona Walahar Creative Foundation, creating a collaborative nature among the beneficiaries, MSMEs, in Walahar Village. To implement the MBC results, the right strategy is needed. Examples of strategies for implementing organizational development results with MBC in the field of the crispy tomato industry are (1) forming a cooperative; (2) maintaining the quality of tomato raw materials; (3) developing business potential by establishing networks with strategic partners; (4) maintain relationships with consumers by opening up opportunities to become suppliers; and (5) increasing product sales to anticipate the availability of materials with fluctuating prices (Putra, 2020).

Azhar et al. (2018) in the results of their research found that the idea of planning a business model based on a blue ocean strategy could be implemented by Lokawisata Baturaden to develop its tourism business in the future. This planning idea was spurred by several central points of innovation, namely key activity points where Baturaden Lokawisata formed an entertainment team at increasing the role of PPMB in various events held and offer points in the form of a new entertainment program, namely eduwisata.

Research on organizational development with MBC has never been carried out in the world of education, especially at SMP IT Al Hanif. If this is done, it will provide an opportunity for schools to develop better by utilizing existing potential. This study aims to formulate an organizational development model for the Integrated Islamic Junior High School (SMP IT AL Hanif) using the business canvas (MBC) model.

METHOD

This research was conducted for 2 months at the Al Hanif Integrated Islamic Junior High School (SMP IT) which is located on Jalan Raya Songgom RT 02 RW 01 Cikondang Village, Kec. Cibebber, Cianjur Regency, Indonesia, West Java. SMP IT Al Hanif was chosen because the object of this research is a pesantren-based school that has great potential to be developed. The data in this study is a description of the organizational development of SMP IT Al Hanif consisting of primary data and secondary data. Primary data were obtained from interviews with the school, especially the principal, teachers, and employees as well as from parents of students and the community around the Al Hanif Islamic Boarding School. Secondary data was obtained through a study of documentation from school performance reports, websites, and school social media accounts, namely the school's Facebook and Instagram, as well as the principal's Facebook and blog.

Data analysis was carried out in four stages, namely (1) descriptive analysis of the condition of the business model currently applied at Al Hanif Junior High School; (2) mapping of the business model of SMP IT Al Hanif using MBC according to the results of the description of the current condition of the business model; (3) analysis of strengths, weaknesses, opportunities, and threats (SWOT) on each element contained in the KBM. Strengths and weaknesses are internal strategic factors, while opportunities and threats are external factors; (4) The results of the SWOT analysis are used to formulate improvements to the teaching and learning process at SMP Al Hanif. The result of this improvement is the addition of a strategy to develop SMP IT Al Hanif.

RESULT AND DISCUSSION

RESULT

Analysis of the Descriptive Conditions of the current SMP IT Al Hanif Business Model

The initial step to developing the development of SMP Al Hanif with MBC is to map the current business structure of the school. Based on the results of interviews, focus group discussions (FGD), and documentation studies, an overview of the current business management model is obtained by grouping the data into nine MBC elements.

As a junior high school (SMP), the Customer Segment of Al Hanif Junior High School are certainly children who graduated from SD/MI, around Bandung Regency, especially in the Cibber District. Although there are still a few, there are also CS from outside the province of West Java, some even from outside Java. From this CS, it can be seen that the key partner of SMP Al Hanif regarding student suppliers is primarily SD/MI in the Bandung Regency area, especially in Cibeber District. Regarding the curriculum, the key partner is Kemendikbudristek because SMP Al Hanif applies the National Curriculum, while the Islamic boarding school curriculum at SMP Al Hanif adopts and modifies it from various other modern boardings through the boarding network. Because it is under the auspices of the foundation. Although in terms of management, educational policies, especially related to the Islamic boarding school curriculum, SMP IT Al Hanif follows the policies of the Al Hanif Islamic Boarding School Foundation. In the health sector, during the Covid-19 pandemic, SMP IT Al Hanif collaborated with the Cibeber District Health Office to handle the health problems of all school residents.

Al Hanif's key resources for financial problems are parents/guardians of SMP IT Al Hanif students who have to pay for their children's education costs and the Government, in this case, the Kemendikbudristek, which provides school operational assistance (BOS). For an input in terms of leadership and organization, the key resources for SMP IT Al Hanif are the Al Hanif Islamic Education Foundation (YPI) and the Bandung Regency Education Office. Channels are used to communicate directly through meetings, student guardian meetings; through written texts with written announcements or letters, and some are done online using websites, email, Facebook, Instagram, and blogs. In addition, WhatsApp is also used. For public purposes, WhatsApp groups are used, while private ones can directly use private WhatsApp. To establish relationships with relationships (Customer relationships), SMP IT Al Hanif does so by holding meetings or deliberations for parents/guardians of students, webinars via Zoom or G Meet, and appointment of homeroom teachers as guardians of marhamah. This guardian marhamah becomes a bridge of communication between children and parents.

The value proposition (VP) offered by SMP IT Al Hanif is general education with a national curriculum from the Ministry of Education and Culture plus Islamic boarding school material and life skills, namely skills to be able to live independently. As a boarding school, during the Covid-19 pandemic, Al Hanif Junior High School still requires students to enter and live in dormitories with strict health protocols. In particular, SMP IT Al Hanif activates the literacy movement, especially reading and writing, including writing and publishing books with ISBN for students and teachers. Students who manage to read a certain number of books and can make good book reviews are entitled to a reward, which is free to read books in a special library. This program is called *Surga Literasi*.

Key activities at SMP IT Al Hanif are general education with the National Curriculum, Islamic boarding school materials, and life skills. In addition, SMP IT Al Hanif also organizes various extracurricular activities according to the interests and talents of students. The biggest cost structure is for the payment of teachers' salaries, including extracurricular coaches, and employees. Other routine costs are also incurred for electricity, internet, and maintenance of school facilities and infrastructure. The main sources of funds or revenue streams for SMP IT Al Hanif to finance operations are (a) school operational assistance (BOS) from the government and student monthly fees, and (c) profits from the Al Hanif cooperative business.

Mapping the SMP IT Al Hanif Business Model with MBC

Based on the data from the research conducted, the business model canvas applied by SMP IT Al Hanif can be compiled as shown in Figure 1 below.

Key partners (KP) <ul style="list-style-type: none"> Satuan Pendidikan (SD/MI); Jejaring Pesantren; Jejaring Organisasi Profesi; Puskesmas dan Klinik Kesehatan. Kemendikbudristek 	Key Resources (KR) <ul style="list-style-type: none"> Pemerintah Organisasi Profesi Perguruan Tinggi Pesantren Alumni 	Channel (C) <ul style="list-style-type: none"> Website Facebook Instagram Blog Jaringan alumni 	Customer Segmen (CS) <ul style="list-style-type: none"> Lulusan SDIT Al Hanif SD/ MI di wilayah Kab. Bandung dan sekitarnya Beberapa SD/ MI dari luar Pulau Jawa.
Key Activities (KA) <ul style="list-style-type: none"> Intrakurikuler dan kokurikuler berbasis pesantren. Kurikulum nonformal (Kepesantrenan) Kegiatan kecakapan hidup di balai Latihan kerja dalam pesantren. 	Value Proposition (VP) <ul style="list-style-type: none"> Menggunakan sistem boarding school Berbasis pesantren Mempunyai guru dan tenaga pendidik yang masih muda. Mengembangkan ekstrakurikuler vokasi menjahit. 	Revenue Stream (RS) <ol style="list-style-type: none"> Biaya daftar ulang Penerimaan Peserta Didik Baru (PPDB); Bantuan Operasional Sekolah (BOS); Sumbangan Pembinaan Pendidikan (SPP); Hasil usaha koperasi sekolah. 	Customer Relationship (SR) <ul style="list-style-type: none"> WhatsApp group Parent visitingsatu bulan satu kali. Wali marhalah yaitu pemberian peran wali kelas sebagai jembatan komunikasi orang tua dan siswa.
Cost Structure (CS) <ul style="list-style-type: none"> Gaji guru, pelatih ekstrakurikuler dan tenaga kependidikan Pembayaran Internet, Listrik, dan biaya pemeliharaan fasilitas lainnya; Biaya pemeliharaan sarana prasarana. 			

Figure 2: Canvas SMP IT Al Hanif's Current Business Model

DISCUSSION

After knowing the PT X business model that has been implemented so far, the next step is to carry out a SWOT analysis on each MBC building block. The results of this SWOT analysis can be used to develop a development plan for SMP IT Al Hanif using MBC. SWOT analysis is based on the assumption that an effective strategy is created from a good alignment between the company's internal factors and external situations that affect the company (Pearce, 2008).

Table 1: SWOT SMP IT Al Hanif Analysis

Aspect	Strength	Weakness	Opportunity	Threat
Customer Segments	Wide enough to cover all parts of Indonesia	Haven't worked optimally yet	Organizing activities to attract SD/MI children to be interested in joining SMPIT Al Hanif.	There are many Islamic schools integrated with the pesantren system
Value proposition	Use of the national curriculum of	Not yet able to provide a special brand that	Equipping students with life skills in agriculture and literacy	Likely to be imitated by similar schools

	Kemendikbudristek and Islamic boarding schools according to policy Al Hanif Islamic Boarding School Foundation.	distinguishes students and graduates of SMP Al Hanif from similar schools.		
Channel	The variety of channels used in face-to-face meetings in the meeting room and online.	The school's website has not been worked out well.	Improving the quality of school websites in terms of content and performance regularly and up to date	Content, including the school's flagship program, will be imitated by competitors
Customer relationship	Communication is carried out through various channels so that it can be conveyed quickly.	Not all parents have the skills to use ICT well.	ICT-based excellent service will be faster and more precise.	Not all information is received and responded to quickly by parents.
Revenue stream	There is regular income outside of BOS, namely from the cost of re-registration of new students (students), monthly fees, and profits from the Al Hanif IT Junior High School cooperative.	Monthly fees are cheap so they cannot be used to finance innovative and costly programs.	Utilizing boarding school land for agribusiness as well as student work training laboratories. To finance the publication of student books and to market students' books widely.	Without good communication, schools can be accused of exploiting students.
Key Resources	The existing KR is very supportive of SMP Al Hanif in providing general education based on boarding schools with a boarding school system.	The existing KR is very supportive of SMP Al Hanif in providing general education based on Islamic boarding schools with a boarding school system.	Equipping graduates of SMP IT Al Hanif as intelligent students with the knowledge, pious with religious knowledge, memorizing the Al-Quran, and life skills in sewing, agriculture, and writing.	Requires a lot of money for teacher/trainer fees and the provision of infrastructure.
Key activities	Extracurricular and extracurricular learning according to children's interests and	Not all extracurriculars are supervised by professional coaches	Providing professional extracurricular coaches and training	It costs a lot

	talents, reciting the Koran, and job training.			
Key partnership	Kemendikbudristek and institutions under it Al Hanif Islamic Boarding School Foundation. In addition, it also cooperates with the Health Office for the implementation of learning in the dormitory.	There is no clinic in the dormitory that provides a doctor on duty 24 hours.	Collaborating with other Islamic junior high schools based on Islamic boarding schools so that they can adapt their programs that are good and can be applied at SMP IT Al Hanif Providing clinics in Islamic boarding schools.	The health and safety of students are not fully guaranteed.
Cost Structure	The required costs can be met properly.	Disbursement of BOS funds is often late	Require students to save through school cooperatives. The collected funds can be borrowed for school financing as long as the BOS has not been disbursed.	Prone to misuse of funds.

Al Hanif SMPIT Al Hanif's Business Model Canvas Improvement

Based on the results of the SWOT analysis, the following is formulated to improve the business model of SMP Al Hanif.

S-O Strategy

SMP IT has used various internet-based channels. In the current era of industry 4.0, the use of internet-based education services is very much needed, especially during a pandemic. SMP IT Al Hanif can use these channels to improve customer service, use them to provide student learning resources, as well as use them as school promotion media. Therefore, schools must be diligent in updating data and information on their web site. Completing information related to school developments, the latest services, achievements will be an effective promotion to attract new prospective students. Although not many students come from outside the province and Java, they can be used as promotional agents who will promote SMP IT Al Hanif to their schools or regions of origin.

The good relationship between the school and the network of Islamic boarding schools in Indonesia can be utilized for organizational development. Schools can conduct comparative studies, use the services of pesantren as consultants, and even adopt and adapt the good things from the pesantren that can be applied at SMP IT Al Hanif.

The existence of regular sources of funds other than school operational assistance funds, namely the cost of re-registration of new students, monthly education donations from students'

parents, and profits from school cooperatives are big capital to be able to develop the organization. The available funds can be used to improve the quality of Information and Computer Technology (ICT)-based learning facilities as well as develop agricultural-based vocational training centers. This is because SMP IT Al Hanif is located in a rural area and still has a large area of land.

The application of an integrated curriculum between the National Curriculum from the Kemendikbudristek and the Islamic Boarding School curriculum and job training must continue to be improved and adapted to the current development of the world of work. Schools need to partner with similar schools to adopt, adapt programs or good practices that may be applicable in their schools. In addition to having complete infrastructure, schools must improve the competence of teachers to be able to carry out ICT-based learning. This will fulfill the hopes of parents who want their children to become pious children, memorize the Koran, and be skilled at work.

The existence of various sources of funds opens up opportunities for schools to complete their facilities and infrastructure. Schools can prioritize ICT-based learning infrastructure, including increasing teacher competence so that they can provide education according to the era of the XXI century.

W-O Strategy

The less than optimal use of the website is most likely due to the low competence of employees in the ICT field. Therefore, schools need to improve ICT competence, especially in using online channels, as a means of communication and promotion of Al Hanif Junior High School. Because there are still many parents who do not understand ICT, schools need to vary the channel. Information should be spread through all channels. To be able to have uniqueness, it is necessary to establish cooperation with universities and other institutions, including with other boarding Islamic junior high schools. Extracurricular activities are provided by professional extracurricular coaches. The hope is that, apart from being able to pursue hobbies, students can also achieve achievements.

During the Covid-19 pandemic, the availability of medical personnel and medical treatment rooms at Al Hanif Junior High School which implements the dormitory system is very necessary. Therefore, it is necessary to think about establishing a clinic in a dormitory that opens 24-hour service and there is medical personnel who are always on guard.

To anticipate delays in disbursing BOS funds, schools can use loans from other sources that are less burdensome. This is done by requiring students to regularly save at the cooperative. The collected funds can be temporarily borrowed for school operations as long as the BOS funds have not been disbursed. However, strict supervision needs to be carried out because the possibility of misappropriation of funds is quite large.

S-T Strategy

To deal with the increasing number of Islamic boarding schools, SMP IT Al Hanif can provide scholarships to the best graduates and orphans from SD/MI. In this way, the school will get good students as well as get a positive assessment from the community.

Good relations between schools and SD/MI can be developed with various activities that will attract students to enter this school. Among them are organizing competitions where the participants are elementary school students. From the local to the district level, competitions can be held at SMP IT Al Hanif. To attract interest in entering Al Hanif Middle School from SD/MI

children at a wider level such as at the provincial and national levels, competitions can be held online such as writing competitions, making videos, or storytelling.

W – T Strategy

The school website can be said to be the main channel that people see when they want to find information. Therefore, by equipping teachers and employees who are mostly young, with ICT skills, schools can make the content and appearance of the school website more attractive. If needed, they can hire professional workers.

Establishing a clinic complete with medical personnel in a dormitory does cost a lot of money, but the benefits are huge. The implementation of the dormitory system for students must be accompanied by the provision of adequate facilities and health workers. Moreover, the Covid-19 pandemic is not yet known how long it will end.

Requiring children to save and use the collected funds as bridging funds for school operations on the one hand can solve problems when schools need funds. However, this is prone to fraud. Therefore, a professional internal supervisory unit must be formed which is responsible for controlling and checking the use and financial reports of schools.

The unavailability of competent extracurricular trainers will make it difficult for children to achieve achievements in various competitions. The achievements of students will have a good impact on school achievement. Therefore, SMP IT Al Hanif must be selective in opening extracurricular activities that can facilitate students in developing their interests and talents. Preparing professional trainers must be done by schools so that children can achieve maximum achievements.

The following is an improved MBC based on the results of the SWOT analysis.

<p>Key partners (KP)</p> <ul style="list-style-type: none"> • YPAI Al Hanis • Education units (SD/MI); • Islamic Boarding School Network; • Professional Organization Network; • Health Centers and Clinics. • Kemendikbudristek. • Islamic boarding schools are of better quality.* 	<p>Key Resources (KR)</p> <ul style="list-style-type: none"> • Government • Professional Organization • College • Islamic boarding school • Alumni 	<p>Channel (C)</p> <ul style="list-style-type: none"> • Website • Facebook • Instagram • Blog • Alumni network 	<p>Customer Segmen (CS)</p> <ul style="list-style-type: none"> • SDIT Al Hanif graduate • SD/MI in the Kab. Bandung and its surroundings. • Some SD/MI from outside Java.
<p>Key Activities (KA)</p> <ul style="list-style-type: none"> • Pesantren-based intracurricular and co-curricular. • Non-formal curriculum (Islamic boarding school) • Life skills activities at the Job Training Center in Islamic Boarding Schools. 	<p>Value Propositon (VP)</p> <ul style="list-style-type: none"> • Using boarding school system based on boarding school • Having young teachers and educators. • Developing sewing vocational extracurricular 	<p>Customer Relationship (SR)</p> <ul style="list-style-type: none"> • WhatsApp group • Parent visiting once a month. • Wali marhalah is giving the role of the homeroom teacher as a communication bridge between parents and students. 	
<p>Cost Structure (CS)</p> <ul style="list-style-type: none"> • Salaries of teachers, extracurricular trainers, and education personnel. • Payment of Internet, electricity, and other facility maintenance costs; • Infrastructure maintenance costs. 	<p>Revenue Stream (RS)</p> <ul style="list-style-type: none"> • New Student Admission re-registration fee (PPDB); • School operational assistance (BOS); • Educational Development Contribution (SPP); • The results of school cooperative efforts. • Agricultural business results* 		

Note: * additional improvements based on SWOT analysis

Figure 3: Improved Business Model Canvas

Based on the picture above, it can be seen that the development of SMP IT Al Hanif using MBC based on the results of the SWOT analysis is carried out by (a) maintaining what already exists and is working well and (b) adding other things for development. The elements of MBC that

are maintained are (1) Key resources of SMP IT Al Hanif are the government, professional organizations, universities, Islamic boarding schools, and alumni. No additions were made; (2) Channel, SMP IT conveys information about the institution using various channels, namely the Institution's website, Facebook, Instagram, blog, alumni; (3) The customers of the SMPIT Al Hanif segment are SD/MI graduates around the school, in the Bandung Regency area, and even from outside Java; (4) The key actions at SMP IT Al Hanif are pesantren-based extracurricular and extracurricular activities, using non-formal curriculum, and life skills activities in the SMP IT Al Hanif environment; (5) The value proposition of SMP IT Al Hanif is to use a boarding system, have young teachers and education staff, and develop sewing skills; (6) Customer relations at SMP IT Al Hanif are carried out using WhatsApp, parents visiting once a month, wali marhamah to establish communication between parents and pesantren; (7) The cost structure of SMP IT Al Hanif is the salary of teachers, extracurricular trainers, internet payments, electricity, and routine equipment maintenance;

The MBC elements that are maintained include (1) Key partners of SMP IT Al Hanif are YPAI Al Hanif, SD, and MI both around the location of SMP IT Al Hanif, as well as other areas throughout Indonesia, a network of Islamic boarding schools, health centers, Kemendikbudristek, and Islamic schools. better quality hostel. Additional development carried out is to include boarding schools that have better quality; and (2) Revenue Stream is obtained from PPDB fees, tuition fees, profits from school cooperatives, and agricultural business results.

CONCLUSION

The results of this study indicate that the business model canvas that has been carried out on several elements is very good and must continue to be developed, especially in the value proposition, key activities, and cost structure. The development of SMP IT Al Hanif using MBC based on the results of the SWOT analysis is carried out by (a) maintaining what already exists and is working well and (b) adding other things for development. However, some elements need to be improved, including key partners, channels, key resources, channels. The results of the refinement of the business model can be used by the management of SMP IT al Hanif to develop their organization. In the future, SMP IT Al Hanif can apply the results of organizational development with this MBC, especially to increase funding sources. The SMP IT Al Hanif can also use the same method, namely conducting a SWOT analysis to structure future organizational developments for continuous development and improvement.

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