

# Implementation of the Business Model Canvas Strategy for MSMEs in Karanganyar Regency

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**Abstrak.** UMKM di Indonesia memberikan sumbangan pendapatan nasional yang cukup signifikan pertumbuhannya dari tahun ke tahun. Peran pemerintah baik pemerintah pusat maupun daerah sangat diperlukan dalam program-program pendampingan bagi UMKM. Pasca pandemic Covid-19 memberikan dampak terhadap UMKM. Terdapat beberapa kelemahan untuk bertahan pasca pandemic Covid-19. Karanganyar merupakan salah satu kota yang sedang berkembang pesat pada UMKM. Badan Pusat Statistik (BPS) Karanganyar menyatakan, terdapat kurang lebih 60% UMKM yang sedang berkembang signifikan dan banyak memberikan kontribusi terhadap masyarakat sekitar tetapi kinerja usahanya masih rendah. Tujuan penelitian ini mendeskripsikan penelitian tentang Implementasi Business Model Canvas pada UMKM di Kabupaten Karanganyar. Jumlah UMKM yang sedang berkembang pasca pandemic Covid 19 memiliki dampak tetap berkembang tetapi kinerja usahanya masih rendah. Oleh karena itu, penulis sangat tertarik mengangkat tema Penerapan Strategi Bisnis Model Canvas dalam Upaya Keberlangsungan UMKM di masa depan. Metode penelitian ini menggunakan metode kualitatif yang bersifat deskriptif kualitatif. Penelitian ini menggunakan teknik sampling purposif untuk menentukan responden yang dapat dipilih sebagai sampel. Sumber data yang digunakan adalah data primer dengan wawancara menggunakan pertanyaan melalui kuesioner yang disampaikan secara langsung. Kuesioner berisi pertanyaan-pertanyaan tertutup. Responden akan diambil dari pelaku usaha yang ada di Kabupaten Karanganyar sebanyak 21 responden dari kalangan UMKM. Temuan dalam penelitian ini adalah para pelaku usaha mampu bertahan di masa pasca pandemi dengan menerapkan strategi Business Model Canvas ini meski belum 100 persen mengonsep strategi tersebut dalam bisnisnya. Hasil yang diperoleh dari jawaban pertanyaan pada wawancara ini adalah ya, diatas 50% responden dan tertinggi 100% responden, artinya melakukan kegiatan yang sejalan dengan Business Strategy Model Canvas (BMC) untuk bertahan selama pasca pandemic Covid-19.

**Kata kunci:** Business Model Canvas; UMKM.

**Abstract.** MSMEs in Indonesia contribute to national income with significant growth from year to year. The role of government, both central and regional, is very necessary in mentoring programs for MSMEs, from various aspects of development such as improving product quality, price competition, business management, marketing, financial management, and developing the quality of human resources. The Karanganyar Central Statistics Agency (BPS) stated that approximately 60% of MSMEs are developing significantly and making a lot of contributions to the surrounding community but their business performance is still low. The aim of this research is to describe research on the Implementation of the Business Model Canvas in MSMEs in Karanganyar Regency. The number of MSMEs that are developing after the Covid 19 pandemic has the impact of continuing to grow but their business performance is still low. Therefore, the author is very interested in raising the theme of Implementing the Canvas Model Business Strategy in Efforts to Sustain MSMEs in the future. This research method uses a descriptive qualitative method and tends to use qualitative research. In this study, a purposive sampling technique was used to determine respondents who could be selected as samples. The data source that will be used is primary data with interviews assisted using questions via a questionnaire delivered directly. The questionnaire contains closed questions where in answering them the researcher provides guidance and assistance, if someone experiences difficulties, they will get direction. Respondents will be taken from business actors in Karanganyar Regency, totaling 21 respondents from UKM circles. A persuasive approach will be taken to obtain the necessary data. The findings in this research are that business actors were able to survive during the pandemic by implementing the Business Model Canvas strategy even though they had not yet 100 percent conceptualized this strategy in their business.

**Keywords:** Business Model Canvas; MSMEs.

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## Introduction

MSMEs in Indonesia are regulated in Law No. 20 of 2008 concerning Micro, Small and Medium Enterprises, in this law what is meant by micro business is a productive business owned by an individual and/or individual business entity that meets the criteria for Micro Business as regulated in the law. -legislate this. MSMEs as a business sector have a very important role in the Indonesian economy. Small and micro businesses are agents of change that can advance society in bringing innovation with continuous change so that it has an impact on increasing the creativity of business actors (Widyayanti and Insiatiningsih 2021). MSMEs in Indonesia are an important pillar of the economy in Indonesia. Its contribution to Gross Domestic Product reaches a percentage of 61.07 or it can be said to be IDR 8,573,900,000,000,000, which can exceed that of large enterprises in Indonesia. BKPM (Investment Coordinating Board) provides data that MSMEs in Indonesia have been able to collect large funds of up to 60.4% of all existing investments that are expected to be achieved by MSMEs which have reached up to 65.4 million MSMEs. The Karanganyar Central Statistics Agency (BPS) stated that approximately 60% of MSMEs were developing significantly and contributing a lot to the surrounding community but their business performance was still low.

According to Lestari (Hutamy *et al.* 2021), there are several weaknesses of MSMEs in Indonesia such as management, organization, technology, capital, operational and technical in the field, limited market access, licensing constraints, as well as non-technical costs in the field that are difficult to avoid. Besides competition in the industry, which is also tight, entrepreneurs must be responsive to properly understand what type of product is needed by the market, how big or small the market is, when the product is needed, and how to deliver the product. Then, the impact of COVID-19 on MSMEs, which has so far been quite helpful for the country's economy, during the pandemic experienced a decline in turnover because export and import activities stopped. It is hoped that economic recovery after the COVID-19 pandemic will soon see results

through the revival of Micro, Small, and Medium Enterprises (MSMEs). All these problems lead to isolation from market trends and conditions and, thus, tend to limit operations.

The Business Model Canvas is one of the modern business strategy tool offerings that can be used by businesses to deal with problems in business. This study seeks to examine the application of the Business Model Canvas which can visually describe the important components of a business in detail and are interrelated to one another. Thus, business owners can evaluate the existence of conceptual errors and make improvements in the process of running their business. A business model describes the rationale for how an organization creates, delivers, and captures value. The Business Model Canvas (BMC) is a language for describing, visualizing, assessing, and transforming Business models. The nine elements of the Canvas business model are Customer Segment and Value Proposition. (Sukarno and Ahsan 2021).

This research aims to describe research on the Implementation of the Business Model Canvas in MSMEs in Karanganyar Regency. BMC's strategy can play a role in efforts to face MSME problems in the post-pandemic period. This is seen from the competition in the industry, which is also tight, so entrepreneurs must be responsive to understand correctly what type of product is needed by the market, how big or small the market is, when the product is needed, and how to deliver the product.

BMC's strategy can increase turnover from product sales and expand the market for MSMEs. The purpose of this research is to formulate a business strategy that can be applied to micro businesses through mapping the 9 elements of BMC. Therefore, an interesting question is whether the implementation of business development strategies using the Business Model Canvas approach supports each other to increase income and work performance in MSMEs in the post-COVID-19 pandemic period. Based on the problem formulation and research objectives, the approach method used is a qualitative method which is descriptive and

tends to use process and meaning analysis (subject perspective) which is more emphasized in qualitative research.

## Literature Review

Research conducted by Widyayanti and Insiatiningsih (2021) Business Strategy During the Covid-19 Pandemic at PT These forces restaurant entrepreneurs, including PT XYZ, which is a restaurant in the city of Jambi, to adapt in order to survive. This research aims to provide business model proposals in the post-Covid-19 pandemic, post-pandemic which has become endemic for PT XYZ using the Business Model Canvas. From the research results, several focuses were obtained that could be applied by PT The focus is improving service quality by educating employees, increasing promotions on the Internet, Previous research was conducted Hutamy *et al.* (2021) which discusses the Analysis of the Canvas Model's Application to Micro-Entrepreneurs of Generation Z with the research methodology used in this research. The study is a descriptive survey to describe and explain how BMC is applied to entrepreneurs' micro generation Z. Data collection techniques using questionnaires. The research results show that the application of the business model canvas for micro-entrepreneurs in Generation Z is 83 percent, which shows a good response from respondents. The aim of this research is to develop a business strategy that applies to online micro-businesses by mapping the nine elements of BMC.

This research is also different from research Tiffany *et al.* (2022), conducted research with the title "Application of the Canvas Business Model Strategy in Cocinero MSME Business Development Efforts in the Future". This research is also different from research Faizin, Darmansyah, and Darnila (2022), the relationship between greenhouse entrepreneurs and their customers is through education on the benefits of greenhouses, regular SMS, social media and consultation services. Its revenue streams are from direct and agency sales of services. The main partners are UV plastic

suppliers, expeditions, investors, and MSMEs. The cost structure is worker salaries, transportation, maintenance costs and greenhouse construction costs. Next, for research Yuliani *et al.* (2022) describe business development t strategies using the Business Model Canvas (BMC) approach so that they can be applied to MSMEs. Research conduct Tiawan, Made Artana (2022) HybridThis canvas business model can also be developed into other components that are needed by startup players in pitch decks and business applications, there are things that if they don't exist, but are needed by startup teams that display each member of the startup team and the experience of each team member and focus on on the strength of the startup team. Study Khoiriyah and Nurohman (2022) to find out the design of a business model for micro-entrepreneurs engaged in the utilization of waste in the form of used tires in Tulungagung using the Business Model Canvas (BMC) through SWOT analysis and to obtain an appropriate strategy in developing their business. Study Sometime (2023) Toreko has implemented several marketing strategies that have been formulated in the nine elements of BMC which aim to convey products to consumers. Further research Nidya Novalia, Diamond Clara Pandini (2020) getting the results of Kedai Kabur's business development strategy is to develop Kedai Kabur's business so that it can compete and overcome existing problems. Increasing value in the nine elements of the canvas business model resulted in new strategies from customer segments to Kedai Kabur's revenue streams. The differences between previous research and the research to be conducted lie in the subject, object, time, and place, as well as in the theory used. The research that will be carried out uses the application of the Business Model Canvas application to MSMEs which is tailored to entrepreneurial needs.

## Research Methodology

This research was conducted using a qualitative method which is descriptive in nature and tends to use process and meaning analysis (subject perspective) which is more emphasized in

qualitative research. The theoretical basis is used as a guide so that the research focus is in accordance with the facts in the field. Apart from that, this theoretical basis is also useful for discussing research results. In this study, a purposive sampling technique was used to determine the respondents who would be used in the research. Purposive sampling means the researcher determines the criteria regarding which respondents can be selected as samples (Prof. 2011). Respondent requirements determined to meet the problem limits created by the researcher include:

- 1) The business is in the city of Karanganyar.
- 2) The business sector meets the criteria as a business in the culinary, fashion, craft, and service sectors.
- 3) Businesses that are run implicitly or explicitly apply the Business Model Canvas (BMC).

### **Research Place**

The form of interview used is a structured interview where the researcher has prepared all the series of questions in advance so that the sample of respondents just needs to provide answers and the researcher concludes the results of the interview and creates a Focus Group Discussion (FGD). Researchers gave closed questions with answers (Yes/No) to respondents to facilitate conclusions from the interview results of all respondents and provide certainty in answers without complicated reasons. The results of this interview will provide clearer and firmer conclusions.

### **Data collection technique**

Data collection on the results of the questionnaire was carried out by meeting directly with MSME actors and asking them to fill out the questionnaire, guided by the researcher on how to technically fill it in and providing an explanation in advance about the theme of the research being conducted, the purpose of this research was carried out and what the benefits were for MSME actors after they provided the results. information in filling out the questionnaire. Researchers collected data using the direct interview method with respondents, in this case, informants from each predetermined sample. The research subjects are MSME actors in Karanganyar who

explicitly or implicitly apply the Business Model Canvas (BMC) strategy.

### **Data analysis technique**

In this study, a list of questions in the questionnaire was compiled with the following steps:

- 1) Dividing groups of questions into nine elements of the Canvas model business are Customer Segment, Value proposition, Channel, Customer Relationship, Revenue Stream, and Key Resources. Key Activities (Key Activities), Key Partnership (Main Partnership), Cost Structure (Cost Structure).
- 2) Give a code to each variable, namely Customer Segment (CS), Value Proposition (VP), Channel (CH), Customer Relationship (CR), Revenue Stream (RS), Key Resources (KS), Key Activities (KA), Key Partnership (KP), Cost Structure (CS).
- 3) Each BMC element will be described in 5 questions which will be given a closed answer column (Yes/No).
- 4) Then, from all the answers, the number of Yes answers and No answers will be calculated with a total of 5 questions x 9 BMC elements.

## **Results and Discussion**

The research data used in this research is primary data obtained by direct interviews with respondents, in this case the informants from each predetermined sample. The research subjects were MSMEs in Karanganyar who explicitly or implicitly implemented the Business Model Canvas (BMC) strategy. This was done by conducting direct interviews with business owners, in this case a sample of 21 respondents was determined. The interview conducted was an in-depth interview with quite a lot of questions referring to the factors applied in the BMC Strategy. The research results are presented as follows:

### **Research result**

This research uses nine elements of the Canvas business model as research variables, namely Customer Segment, Value Proposition, Channel, Customer Relationship, Revenue

Stream, Key Resources. Main), Key Activities, Key Partnership, Cost Structure. Respondents who answered the question were as many as 21 MSME respondents from several business fields. Each BMC variable provides 5 closed questions which are answered with Yes or No answers. Questions were asked using the

interview method which was assisted through filling in the questions conveyed through direct interviews. In answering questions, respondents are guided and assisted if they experience difficulties.

Table 1. Respondent Data

No	Timestamp	Name	Business Name	Business fields	Business Address
1	15/7/2023	Shinta Amelya	Elephant Fruit Salad	Culinary	Sampangan, RT002/RW001, Karangpandan, Karanganyar
2	15/7/2023	Edy Purwanto	Tkoyaki	Culinary	Karanganyar Square
3	15/7/2023	Shefa	The Fast One	Package Delivery Services	Karanganyar
4	15/7/2023	Doni	The Dandang	Culinary	Jl. Lawu No.17 Ngeblak RT2/RW 9 Papahan, Tasikamdu District, Karanganyar
5	15/7/2023	Tarsi	Tarsi Tailor and Designer	Fashion	Gondang Manis RT01/RW07, Sewurejo Mojogedang, Karanganyar
6	15/7/2023	Teguh Suparman	Wedangan	Culinary	Ngablak, RT/3/RW10 Papahan, Tasikmadu Karanganyar
7	15/7/2023	Hariatul Marantika	D100bane	Fashion	Ngijo Tasikmadu, Karanganyar
8	15/7/2023	Mayda Nur Ajizah	Zchiken Mas Is	Culinary	Tegalsari RT02/RW08 Bejen, Karanganyar
9	15/7/2023	Umm Salamah	Namasya Production	Fashion	Karanganyar
10	15/7/2023	Meru Budi	The charm of Tamnsari	Services and FnB	Tamansari, Kerjo, Karanganyar
11	15/7/2023	Annida Salma Hasanain	Almahyra Boutique & Co	Fashion	Peru Griya Pokoh Asri, Ngijo, Karanganyar
12	15/7/2023	Arif Syaifuddin	Barbershop	Service	Jongkang Kulon RT06/RW05, Buran, Tasikmadu, Karanganyar
13	15/7/2023	Augustine	Tina Salon	Service	Kalongan, RT01/RW12, Matesih, Karanganyar
14	15/7/2023	Halim	Al-Irsyad	Service	Jl. Dr. Rajiman No.1, Pokoh, Ngijo, Kec. Tasikmadu, Karanganyar
15	15/7/2023	M. Fajar S. Or	Anugrah Outbound	Service	Tawangmangu, Karanganyar
16	15/7/2023	Sutopo	Chicken Noodles and Meatballs “Pelipu Lara”	Culinary	Dekongan RT02/RW03 Gedong, Karanganyar

17	15/7/2023	Sri Rahayu	Cilok	Culinary	Karanganyar Square
18	15/7/2023	Amir	Pentol chicken	Culinary	Karanganyar Square
19	15/7/2023	Istiqamah	Guvi Store	Culinary	Gero Rt02/Rw10, Berjo,
			Catering		Ngargoyoso, Karanganyar
20	15/7/2023	Ariyanto	Farmer's Affiat	Service	Karanggandu, Kerjo,
		Budi			Karanganyar
21	15/7/2023	Diki Scholar	Dya Noer	Fashion	Jetis Wetan, Jaten,
			Connection		Karanganyar

The respondents interviewed were direct business owners, so the answers given were valid answers and were real answers according to what actually happened in their respective companies.

Table 2. Interview Data with Respondents

No	BMC elements	Code	Question	Yes	No	Information
1	Customer Segments (Customer Segment)	CS	Do you have more than 10 customers?	89%	11%	
			Do you have more than 5 main customers?	89%	11%	
			Are your customers satisfied?	100%	0%	
			Do your customer characteristics match what you mean?	83.3%	16.7%	
			Is the price offered to customers appropriate for your product?	100%	0%	
2	Value Propositions (Value Proposition)	VP	Do you manufacture your own products?	66.7%	33.3%	
			Is your product needed by consumers?	100%	0%	
			Does your product have a replacement product?	65%	35%	
			Does your product solve consumer problems?	96.7%	3.3%	
			Is your product valuable?	100%	0%	
3	Channels (Channel)	CH	Do you sell your products offline?	90%	10%	
			Do you sell your products online?	96.7%	3.3%	
			Did you join through a business community?	70%	30%	
			Do you sell your products through the communities you join?	67%	33%	
			Have you joined a government agency?	63%	37%	
4	Customer Relationships (Customer Relations)	CR	Do you know your customers one by one?	64%	36%	
			Do you have your customer data?	80%	36%	



5	Revenue Streams (Earning Stream)	hospital	Do you have a social media business?	90%	10%
			Do you communicate with customers?	100%	0%
			Do you provide regular information if there are promotions or new products to customers?	73%	27%
			Do you make and sell other products besides the main product?	80%	20%
			Are these other products still in the same line?	60%	40%
6	Key Resources	KR	Do these other products have selling value?	80%	20%
			Is the income of these other products still below the main product?	50%	50%
			Does your business need financial support from other products?	70%	30%
			Do you have good human resources?	80%	20%
			Are your production equipment functioning well?	85%	15%
7	Key Activities (Key Activity)	ka	Do you run online sales tools?	90%	10%
			Are you participating in resource enhancements such as training?	87%	13%
			Do you have cooperation with reliable raw material suppliers?	90%	10%
			Are production activities running well?	94%	6%
			Are online and offline sales activities going well?	90%	10%
8	Key Partnerships (Main Partnership)	KP	Are administrative and financial activities running well?	87%	13%
			Are promotional activities going well?	88%	12%
			Is inventory management running well?	94%	6%
			Do you have a subscription to a raw material supplier?	97%	3%
			Do you collaborate with outside parties?	86%	14%
9	Cost Structure (Fee Structure)	CS	Do you have resellers?	80%	20%
			Is there an agreement in collaboration?	85%	15%
			Do you use outsourcing services?	90%	10%
			Do you have fixed expenses?	80%	20%

Do you have variable costs?	87%	13%
Do you separate the use of funds for business costs from household expenses?	74%	26%
Are you able to pay all the expenses every month?	86%	14%
Are the costs incurred below the monthly sales turnover?	73%	27%

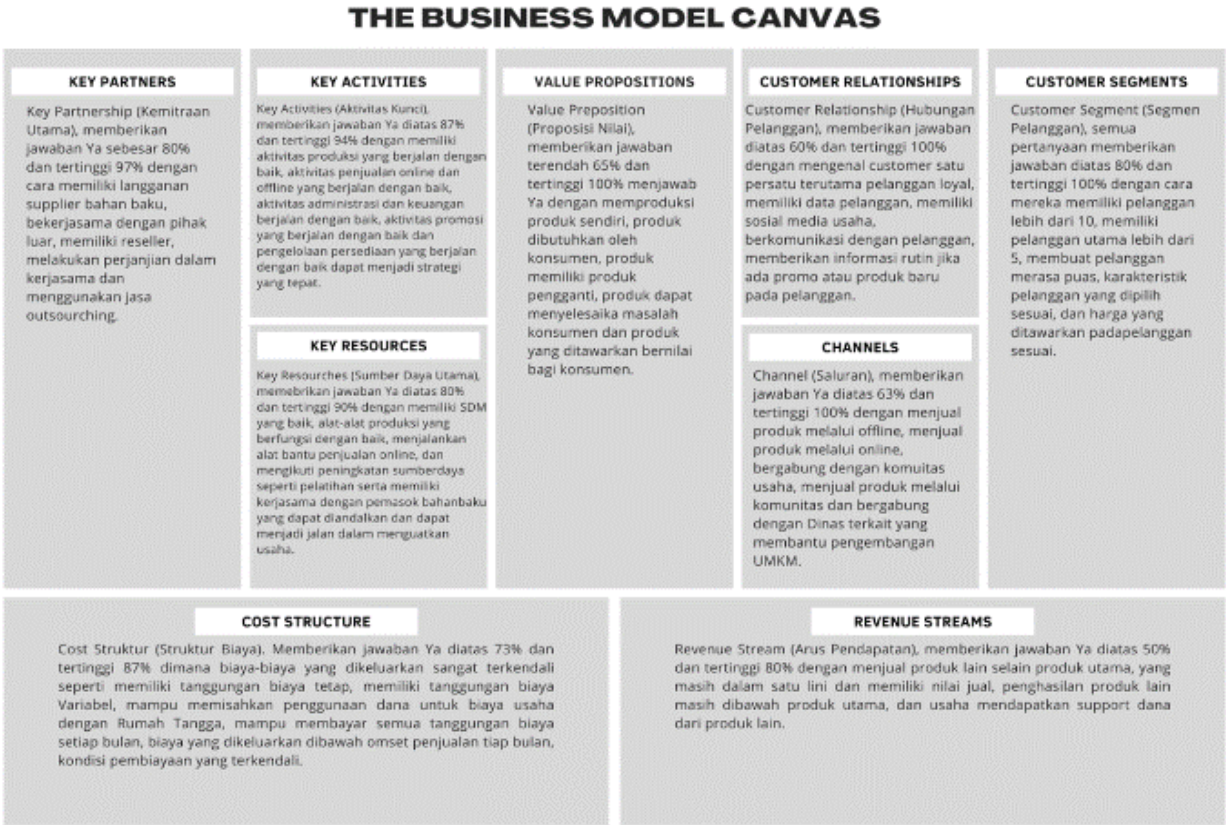


Figure 1. Business Model Canvas 2023.

Discussion

- 1) The discussion in this research will answer questions from the following research problems:

2) The results of this research provide an answer of 89% that they have more than 10 customers, 89% also answered that they have more than 5 main customers, 100% of them answered that their customers were satisfied, 83.3% answered that their customers were as they intended and 100% of them answered that the prices offered to customers were in accordance with their products.

3) The results of this research provide answers that 100% of their products are needed by consumers, 65% of them
- answered that their products have substitute products, 9.7% answered that their products solve consumer problems, and 100% answered that their products are valuable products.

4) The results of this research provide answers that 90% sell their products offline, 96.7% also sell their products online, 70% join through a business community, 67% they sell products through the community they follow, 63% they join a department agency Government.

5) The results of this research provide answers to the questions that 64% they know your customers one by one, 80% they have their customer data, 90% they



have business social media, 100% they communicate with customers, 73% they provide regular information if there are promotions or new products to customers.

- 6) The results of this study provide answers to the question that 80% of them make and sell products other than the main product, 60% of them sell these other products in one line, 80% of their other products have selling points, 50% answer that the income of these other products still below the main product, and 70% of them need financial support from other products.
- 7) The results of this research provide answers to the questions that 80% of them have good human resources, 85% of their production equipment functions well, 90% of them run online sales tools, 87% of them participate in increasing resources such as training, and 90% of them have cooperation with reliable raw material suppliers.
- 8) The results of this research provide answers to the questions that 94% of production activities run well, 90% of online and offline sales activities run well, 87% of administrative and financial activities run well, 88% of promotional activities run well, and 94% of inventory management goes well.
- 9) The results of this research provide an answer that 97% have subscriptions to raw material suppliers, 86% collaborate with outside parties, 80% have resellers, 85% have cooperation agreements, and 90% use outsourcing services.
- 10) The results of this research provide answers that 80% of them have fixed costs, 87% have variable costs, 74% separate the use of funds for business costs from household costs, 86% can pay all costs every month, and 73% of the costs incurred below monthly sales turnover.

## Conclusion

From the results of the research and discussion above, it can be concluded that business actors in Karanganyar Regency were

able to survive during the pandemic by practicing the Business Model Canvas (BMC) strategy. Through the nine elements of the Canvas business model, namely:

- 1) Customer Segment, all questions provide answers above 80% and the highest is 100% in the way they have more than 10 customers, have more than 5 main customers, make customers feel satisfied, the characteristics of the customers chosen are appropriate, and the prices offered to customers in accordance.
- 2) Value Proposition (Value Proposition) gave the lowest answer 65% and the highest 100% answered Yes by producing your product, the product is needed by consumers, the product has substitute products, the product can solve consumer problems and the product offered is of value to consumers.
- 3) Channel (Channel), gave a Yes answer above 63% and the highest was 100% by selling products offline, selling products online, joining business communities, selling products through communities and joining related agencies that help develop MSMEs.
- 4) Customer Relationship, providing answers above 60% and as high as 100% by getting to know customers one by one, especially loyal customers, having customer data, having business social media, communicating with customers, providing regular information if there are promos or new products to customers.
- 5) Revenue Stream, giving an answer of Yes above 50% and as high as 80% by selling products other than the main product, which are still in the same line and have selling value, income from other products is still below the main product, and efforts to get financial support from the product other.
- 6) Key Resources (Main Resources), provide a Yes answer above 80% and a maximum of 90% by having good human resources, production equipment that functions well, running online sales tools, and following resource improvements such as training and having collaboration with suppliers reliable raw materials and can be a way to strengthen the business.

- 7) Key Activities, giving the answer Yes above 87% and the highest 94% by having production activities that run well, online and offline sales activities that run well, administrative and financial activities run well, promotional activities that run well, and inventory management that runs well can be the right strategy.
- 8) Key Partnership (Main Partnership) gave a Yes answer of 80% and the highest was 97% by having a subscription to a raw material supplier, collaborating with external parties, having a reseller, entering into a cooperation agreement, and using outsourcing services.
- 9) Cost Structure (Cost Structure). Answering Yes is above 73% and the highest is 87% where the costs incurred are very controlled, such as having fixed costs, having variable costs, being able to separate the use of funds for business and household costs, being able to pay all costs every month, costs that issued under monthly sales turnover, controlled financing conditions.

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