

THE INFLUENCE OF THE 9 COMPONENTS IN THE CANVAS BUSINESS MODEL ON THE READINESS OF MICRO, SMALL AND MEDIUM ENTERPRISES DURING THE PANDEMIC

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Abstract

Background: In theory, micro, small, and medium enterprises (MSME) are considered the most able to survive in the midst of a crisis, but in reality, many micro enterprises have collapsed and changed business types. This condition is allegedly because these micro-entrepreneurs open businesses only based on inputs or reckless capital without careful planning. Planning can be done in many ways. One of the simplest ways is to use a business model canvas (BMC). The BMC consists of 9 sections, which, if filled in correctly, will provide a direction for novice entrepreneurs. Not many studies have tested whether creating a business model canvas can help micro-entrepreneurs make their business better. And how do the 9 components of BMC affect micro, small and medium enterprises

Objective: to see how the impact of making a BMC on MSME sustainability , , and which components have the greatest influence from the 9 components on BMC Design,

Methodology, and approach: This research was conducted on 100 micro-enterprises from various sectors because they are considered the most able to survive. The research was conducted using a set of questionnaires that were asked before and after entrepreneurs understood and created a business model canvas. Furthermore, the value of the questionnaire will be compared and tested using descriptive analysis.

Findings: From the results of the study, it can be seen that by understanding and creating a business model canvas, entrepreneurs can better prepare their businesses so that they can survive more than if they did not. And according to respondents, the 9 components from BMC that difficult are the customer segment and value proposition.

Limitations: This research has limited time. Research and training on making business model canvases cannot be offline.

Originality: Seeing which of the 9 components from BMC that are the most forgotten or the most difficult for MSMEs to do and effect for sustainability MSME.

Keywords : *Business Model Canvas , Sustainability , M'SME (9pt)*

INTRODUCTION

Various data and opinions expert confess by absolute that MSMEs are an important pillar sector economy Indonesian nation . In fact , MSMEs have also become savior economy specifically middle country time hit by times of crisis .

Moment crisis 1998 economy , SMEs play a role as savior economy national , because in the middle a lot industry fall , MSME exports have increased manyfold with high profit , in line with height exchange rate United States dollar against the rupiah at the time it . However , now with the presence of Covid-19 in almost whole country make anyone not _ could Dodge from its impact . Even impact pandemic towards MSMEs is believed more big because height level vulnerability and lack of endurance consequence limitations liquidity , suppliers and options in overhauling the business model .

Based on data from the Ministry of Cooperatives and SMEs, as many as 98% of businesses at the micro level or about 63 million caught impact Covid-19 pandemic . Amount of course will grow up along long restrictions social scale large (PSPB) in a number of area . In fact , according to notes Organization for Economic Co-operation and Development (OECD), almost half of MSMEs in Indonesia will went bankrupt in December 2020.

According to Lestari (2013) there are a number of weaknesses of MSMEs in Indonesia, such as: field management , organization , technology , capital , operational and technical in the field , are limited market access , constraints permits , as well as non - technical costs in the difficult field for avoided . Many MSMEs don't own strategic tool _ for could develop their business /market . Beside competition in the industry is also tight then entrepreneurs _ should responsive for understand with correct about type product what is real needed by the market, how much big or small market, when product that needed and how method send product that . All problem this causing isolated from market trends and conditions and, with so , tend limit surgery (Venkatesh and Kumari, 2015).

So that SMEs can win competition more and more business competitive , then they sued for more creative and innovative To use develop business them . So that business people need have accurate and precise business strategy tool _ target .

Model Canvas as one modern business strategy tool that can used for face problem poor business planning . Business Model Canvas can describe visually components _ important

from something business by detailed and mutually related one each other. With so , owner effort capable plan well the business or conduct an evaluation about existence error concept and do repair in the process of running his efforts .

LITERATURE REVIEW

Hughes and Kapoor (2018) deliver business is something effort activity organized individual _ for produce and sell goods and services To use got profit in fulfil needs society . Whereas definition business according to Brown and Petrello is something institutions that produce goods and services needed by the community (Ilyas, 2018). From understanding that , then could concluded that in activities in business are: a) producing and or distribute goods or services , b) looking for profit (profit), and c) fulfill desire or needs consumers / society .

According to Osterwalder and Pigneur Business Model Canvas (BMC) is a business model description logical about how a organization create , deliver and capture a value . The business model canvas (BMC) has superiority in business model analysis that is capable describe by simple and thorough to condition something company moment this based on segment consumers , value offered , path offer value , relationship with customer , flow income , vital assets , partners work same , as well structure costs (Rainaldo et al ., 2017). BMC displayed in shape canvas containing 9 (nine) elements consisting of from *customer segment, value proposition, channel, customer relationship, revenue stream, key resources, key activity, key partnership, and cost structure* .

Meanwhile, what is meant by Micro Enterprises in Chapter I Article 1 of Law No. 20 of 2008 are : effort productive owned by individuals and/ or business entities individuals who fulfill Micro Business criteria as set in Constitution this . Characteristic features effort Micro are : a. Type goods / commodities his business no always fixed , any time could change . b. The place his business no always permanent , any time could move place . c. Haven't done yet administration simple finance _ though , and not separate finance family with finance effort . d. The average level of education is low . e. Generally no own permission effort or condition legality others , including TIN. f. Generally not yet access to banking , but part from they already access to institution finance non-bank .

Following a number of related research _ with effort micro and the business model used . (Feliciano Priyono , 2015) researched about alternative future business model canvas for Moi

Collection shop . Research results show that current customer segments this namely segmented market. Value propositions that are not there is in BMC Toko Moi Collection , namely cost reduction. Channels directly (own channels) and indirect (partner channels) as well through all channel phase . Current customer relationships this namely personal assistance, dedicated personal assistance, communities and self service in future BMC. Revenue streams sourced from sale products and services trolley rental on BMC futures. Current key resources this namely physical (glass counters , glass and iron , brown “ bak ” , pick ups, push trolleys), intellectual (brands and partnerships) and human (employees) with addition box cars and technology on future BMC. Key activities when this that is promotion on the day big as well as do distribution and trade with establishing new customer segments (shop and web users), briefing and repairing system payments on BMC futures. Key partnerships when this are suppliers, customers and partners work with the wholesale club on future BMC. Cost structure with cost driven and value driven as well as fixed costs, variable costs, economies of scale and economies of scope with repair system payment . In a study (Swasty , 2015) which examined about business model innovation for SMEs , especially in industry fashion and garment with use approach qualitative . Research results show that SMEs must own business model innovation originating _ from proposition value , build awareness brand they own design _ for SMEs engaged in the this Becomes important as image brand . The results also show that application Business Model Canvas make more strategies focused and measurable .

Research (Mahdi and Baga , 2018) that uses BMK method and SWOT analysis resulted in two alternative business model strategy product processed grass sea that is Alternative first classify segment new customers and values , thing this make company should develop channel the marketing with optimizing technology so that could Upgrade income whereas alternative second is with Upgrade service customer , thing this done with Upgrade opportunity weave partnership for help activity business company .

In research (Ulta Rastryana , 2021) “ SWOT analysis and business model canvas in opening umkm during the covid 19 pandemic ” shows results that is influence SWOT analysis and creation draft business model canvas on business micro small medium can Upgrade income during the Covid 19 Pandemic . In research (Eius Solihah et al , 2014) “ business model

analysis on knm fish farm with business model canvas (bmc) approach” Research results this show that the current business model this done by KNM Fish Farm found weakness in all 9 elements of BMC, therefore that need done fixes on all element .

RESEARCH METHOD

Type study this is surveys that are purposeful descriptive _ for describe and explain about application of BMC in business micro . Sudjana (2012) state that study descriptive is tests carried out by gradually where researcher describe one or a number of symptoms , cases , cases that occur moment this , take problem or center attention to problems actual .

Research results this later will describe about how the influence of the 9 components of BMC on the sustainability of its business .

Survey done by via google forms. Research data sources this in the form of 100 informants who are perpetrator effort small and medium micro .

Collection technique the data done use method questionnaire .

The respondents were previously given a questionnaire to fill out, then given training on BMC, then after completing the training again they were asked to fill out the questionnaire .

FINDINGS AND DISCUSSION

Business model canvas is something framework a business that a person needs perpetrator business before start business , so that the desired vision and mission can achieved in the future (Herawati et al., 2019).

There are 9 main in map business model canvas that is *customer segments, value proposition, channels, customer relationships, revenue streams, key activities, key resources, key partners and cost structure* .

- 1) Segment Customers (Customer Segments)
 - 2) Propositions Value proposition contains about about Mark add which will make business seen interesting and different with business other decisive _ why business the proper selected by the customer . Business give various service for help fulfil needs consumer that is Mark choice category varied , pre-order features , free shipping , Key Partnerships • Expedition • Supplier • Market place • Reseller • Dropship • Customer Key Activities • Consistent stock update • Create interesting
-

content • Marketing • Improve _ quality management • Distribution of Value Propositions • Products varies • Preorder features • Free shipping • Guarantee • Returns goods • Fast response • Convenience , speed and convenience in shopping . Customer Relationships • Community • Free tips • Convenience customer in shopping • Giving promotion to customers • Cross selling • Activities social Customer Segments • Whole people who use the internet • People who like shop Key Resources • HR • Stock of goods • Gadgets, internet Channels • Social media marketing • Community • Advertising website • Marketplace Cost Structure • Cost promotions and advertising • Costs operational • Partnership with expedition Revenue Streams • Sales profit warranty return goods , speed response owner shop if customer want ordering , convenience , speed and convenience in shopping .

- 3) Channels Channels used in business are advertising websites, forums, social media, and marketplaces. Temporary the means used Business for do interaction with the members of them is with WhatsApp Group (WAG) was created so that could each other stay in touch among business resellers , hal this will more make it easy deployment information every product especially product latest in current business _ run .
- 4) Connection with Customers (Customer Relationships) How to connect and maintain connection good with customer business is give convenience customer in shop , give promotion to customer , give fast service and response _ to customers , social activities , cross selling, and community . Business too provide service suggestions and criticism as feedback that can be delivered direct through application whatsapp to perpetrator business . Business Keep going try for could give service and information best for its consumers .
- 5) Current Revenue Streams Earned revenue _ business moment this sourced from sale the resulting products as source main , so that turnover company very depend from a lot sales and from partners who have work same sell product .
- 6) Source Main Resources (Key Resources) Resources power main business owned by agar _ can Keep going walk among others Source power human , server/gadget, stock goods and internet connection .

- 7) Activity Key Activities For create value proposition, key business activities covers consistently update stock , make interesting content , marketing , improve _ quality management , and distribution .
- 8) Key Partnerships Business own bond cooperation with other companies including with expeditions , product suppliers , marketplaces, customers , resellers, and dropshippers.
- 9) Cost Structure Cost structure describe whole costs incurred _ for operate a business model . Expenses required by business _ that is cost promotion and advertising , fees operational and cost partnership with expedition .

From the results of the questionnaire , it is known that from 100 respondents there are 70 people who have never heard of the canvas business model, 20 people have heard of the canvas business model but do not understand, and 8 respondents understand the canvas model business but do not apply it, and 2 people understand the business model. canvas and apply it. The description of the respondents is as follows:

Table 1
Respondent's Description

	Age			Length of Business (years)			Never knew BMC	Have you ever heard of BMC but don't understand?	Understand BMC but don't apply	Understand BMC and apply BMC
	21-30	31-40	> 40	< 1	1-3	> 3				
Man	1	3	10	12	1	-	6	6	2	-
Woman	15	24	47	62	22	2	64	14	6	2

From the table above, it can be seen that respondents who understand and apply BMC have a longer business period than those who do not apply BMC.

To see how the respondents did business planning before understanding BMC, see the following table:

Table 2 Overview of business planning before training

Statement	Never did	Rarely do	Doing but not consistently	Done consistently
Define specific target consumers	98	-	1	1
Determine product advantages	89	9	2	-
Determine the selling channel	88	10	-	2
Determine how to relate to customers	87	11	2	-
Determine source of income	28	70	10	2
Determine expense details	87	11	2	-
Define resources	87	8	-	2
Determining the activity in the business	80	10	8	2
Determine business partners	87	11	-	2

From the table above, it can be seen that around 98% of respondents did not make a specific consumer determination, did not think about long-term customer relationships, did not make financial records, did not think about the resources needed and did not have business partners .

After being given training, respondents were again asked to fill in how important they think the following items are:

Table 3 Level of importance

Statement	Not important	Not too important	Quite important	Very important
Define specific target consumers	-	20	9	71
Determine product advantages	-	19	32	49
Determine the selling channel	-	10	62	28

Determine how to relate to customers	9	18	52	21
Determine source of income	8	10	50	32
Determine expense details	9	12	52	27
Define resources	28	20	30	22
Determining the activity in the business	10	10	58	22
Determine business partners	18	8	50	22

From the table above, it can be seen that around 10-20% of respondents still think that the 9 components in the canvas business model are not important and less important, however, more than 50% of respondents after being given training think that the 9 components in the canvas business model are important for their business. .

From the table, it can be seen that the components that are considered very important to do are the components of determining specific target consumers and determining product advantages.

CONCLUSION

Based on results research conducted _ so could concluded that components that are considered important for business development and sustainability are determining specific target consumers and determining product advantages that provide different value to consumers compared to similar products. Meanwhile, currently these two components have not been implemented by micro, small and medium enterprises, because they are confused about who the main target consumers are and the products they make also tend to follow what is available without adding certain innovations.

LIMITATION & FURTHER RESEARCH

Based on experience direct researcher in the research process this , there is a number of limitations experienced and can. Becomes a number of factors that can for more noticed for researchers who will come for more perfect the research because study this alone of course own necessary deficiency. Keep going repaired in research in the future . A number

of limitations in study that , between other : In the data collection process , the information provided respondent through questionnaire sometimes no show opinion actual respondents , this occur because sometimes difference different thoughts , assumptions and understandings each respondents , as well as other factors such as factor honesty in charging opinion respondent in the questionnaire

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ACCEPTANCE LETTER

January 24, 2022

Dear **nurina**,

Submission ID : **MSI22179**

Manuscript Title : **The effect of applying the canvas business model to micro, small and medium enterprises**

Author(s) : **nurina, ST Trikariastoto, Eka Rakhmat Kabul, Safenti, Yunita Sari**

Congratulation!

Based on systematic double blind peer review process and recommendations of the reviewers and the program committee, we are pleased to inform you that your paper has been **Accepted for virtual presentation** at **International Conference on Multidisciplinary Research for Sustainable Innovation (ICMRSI)** which will be held virtually on **February 14 - 15, 2022**. Your **abstract** will be automatically included in the conference proceeding in the form online publication on the conference website. Meanwhile, **the full paper** will be reviewed and published in the international journal indexed by SCOPUS, WOS, Copernicus, DOAJ, Google Scholar, and more (depend on quality, content, and context of the paper).

You are cordially invited to share your academic research and findings with the participants of this event at the date of conference. As a presenter you are requested to send power point presentation of your research before **February 9, 2022**. To see your registration progress, edit details, payment confirmation, and upload full paper, please log in to your account and continue the process by visit below link: <https://scholarvein.com/process/index.php/Main/login>

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Book of Abstract Conference Proceeding International Conference on Multidisciplinary Research for Sustainable Innovation (ICMRSI)

E-ISBN No.:

Chief of Editor:

Prof. Ir. Sri Astuti Indriyati, MS., Ph.D

Dr. Hendrati Dwi Mulyaningsih

Santi Rahmawati

Cover and layout:

Diah Rahmadani

Refani Putri S. F

Publisher:

Yayasan Sinergi Riset dan Edukasi

Office Address:

Komplek Sinergi Antapani

Jl. Nyaman 31, RT01 RW23, Bandung 40291, Indonesia

Contact: (+62) 811227479 / (+62) 8112331733

Email: contact@researchsynergy.org

First publication, February 2022

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