

ANALYSIS OF TOMATO DATES BUSINESS DEVELOPMENT STRATEGIES USING BUSINESS MODEL CANVAS APPROACH AND SWOT-ANP

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ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) play an important role in developing the national economy. CV Firman SK is one of the MSMEs engaged in agroindustry located in Malang regency. CV Firman SK faced a revenue decline problem because of the covid-19 pandemic. Tomato dates are one of the superior products that experienced the most significant decrease in revenue compared to other products, which is a 50% revenue decrease. This research aims to determine the priority order of business development strategy. The methods used in this study are the BMC approach and integration of SWOT-ANP. The BMC approach maps the business model of CV Firman SK. The business model will be the basis for establishing alternative strategies using SWOT analysis. SWOT methods are integrated with ANP methods to make accurate priorities of business development strategies. The result showed that the highest priority and most recommended alternative strategy is the SO1 strategy, with a score of 0.350. Elements of BMC that need to be improved based on business development alternative strategies are channels, key partnerships, and value propositions. CV Firman SK is advised to implement a proposed business development strategy based on the order of the most prioritized strategies.

Keywords: ANP; BMC; Business Development; SWOT

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play an essential role in developing the national economy. The MSMEs number in 2020 reached 64.2 million, with the employment of up to 97% of the total worker in Indonesian business units. The contribution of MSMEs to the gross domestic product (GDP) was 61.07% or IDR 8,573.89 trillion (Kemenkeu RI, 2021). The MSME sector is divided into agricultural and non-agricultural sectors. The development of MSMEs in the agricultural sector experienced the most significant credit growth compared to the non-agricultural sector, which was 16.7% (Bank Indonesia, 2021). Malang Regency is included as one of the regions with the highest number of MSMEs in the agricultural sector in East Java Province,

namely 340,555 MSMEs (Diskopukm Jatim, 2018). CV Firman Surya Kendedes (SK) is an MSME in Malang Regency engaged in processing agricultural products. The COVID-19 pandemic caused CV Firman SK to experience a decline in revenue.

CV Firman SK produces tomato dates, crispy mendol, cassava chips, banana chips, instant ginger drinks, and turmeric drinks. Tomato dates are one of CV Firman SK's primary products with a wide market share. The marketing of candied tomato dates before the pandemic could cover the areas of Malang, Surabaya, Jakarta, Bandung, Yogyakarta, Batam, Palu, and Mataram, but after the pandemic, the marketing area of tomato dates narrowed in the Malang and Surabaya areas. Tomato dates experienced the most significant decrease in income compared to other products, which was by

50%. The average turnover of CV Firman SK from the sale of tomato dates can reach Rp 3,400,000 per month, then decrease to an average of Rp 1,300,000 per month after the Covid-19 pandemic. The decline in sales coincided with the decrease in the number of productions. The production of tomato dates could reach 5.4 kg before the Covid-19 pandemic and decrease to 2.7 kg per production. This research aims to analyze the business development strategy of tomato dates that is accurate, solutive, and adaptive to increase the competitiveness and income of the company.

The business model is the foundation of business development strategy planning. One approach to analyzing and mapping business models can use the Business Model Canvas (BMC). BMC has the advantage that it can be used in various types of businesses, especially companies that focus on developing businesses (Wediawati and Rahmayani, 2021). The results of business model mapping will be the basis for formulating alternative strategies.

Alternative business development strategies can be formulated using SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. The SWOT matrix generates alternative business strategies based on the principle of maximizing the factors of strengths that the company has and existing opportunities, simultaneously minimizing the company's weaknesses and threats (Setyorini *et al.*, 2016). The SWOT method is integrated with multicriteria decision-making methods to generate an accurate priority of alternative strategies (Novitasari *et al.*, 2020).

The Analytical Network Process (ANP) is a multicriteria decision-making method that can assess priorities. The ANP method decomposes the problem into a network form and involves a feedback relationship (Namin *et al.*, 2019). The advantage of the ANP method is that it can consider the relationship between elements so that it has a good level of accuracy compared to the *Analytical Hierarchy Process* (AHP) method (Asadabadi *et al.*, 2019).

METHOD

The research was conducted on CV Firman SK, located at Rogonoto Street Kopi

Alley, Gondorejo Ledok, Tamanharjo, Singosari District, Malang, East Java. The study started in March 2022 – June 2022. Research data processing was carried out at the Agroindustry Management Laboratory, Department of Agricultural Industrial Technology, Faculty of Agricultural Technology, Universitas Brawijaya (UB) Malang. The scope of this research is only limited to recommending alternative priorities of strategies and not to the point of implementing strategies. The research scope is needed so that the study is more focused, directed, and effective. The research procedure is as follows:

1. Preliminary Survey

The preliminary survey aims to study the general conditions and problems faced by CV Firman SK so that it can be used to formulate research problems.

2. Literature Studies

A Literature study is an activity of obtaining information relevant to the research topic. The literature study aims to get references and theories related to the research.

3. Problem Formulation

Problem formulation is carried out to identify the problems faced by CV Firman SK related to business development strategies. The main problems are product sales and revenue decreased.

4. Research Purposes Determination

The research purposes are targets to be achieved to answer the problems that have been formulated. The study aims are to identify the CV Firman SK business position using SWOT analysis, determine the priority of business development strategies using the ANP method, and improve BMC elements based on business development strategies.

5. Respondent Determination

This research involved four expert respondents. The respondents consisted of 1 owner of CV Firman SK, one marketing manager, one representative of the production department, and one lecturer from the Department of Agroindustrial

Technology, Faculty of Agricultural Technology, Universitas Brawijaya (UB).

6. Mapping Business Model

Business Model Canvas (BMC) is an instrument that can be used to analyze the business model. The business model is mapped through observations, interviews, and questionnaires. Expert respondents from CV Firman SK, including owners, marketing managers, and production staff, filled out the BMC questionnaire. The results of the BMC questionnaire will be used to map the BMC.

7. Variables and Indicators Determination

Variables of this research are nine elements of BMC. Research variables are used for SWOT analysis.

8. SWOT Analysis on BMC

SWOT analysis of BMC elements is carried out to determine internal and external factors. The IFE and EFE matrix questionnaires will use internal and external factors.

9. Questionnaire Preparation

The questionnaire in this research consisted of Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and Analytical Network Process (ANP) questionnaires.

a. IFE & EFE Questionnaire

The IFE and EFE questionnaires consist of weight assessments and ratings. The weight assessment uses a scale of 1 to 3, while the rating questionnaire uses a scale of 1 to 4.

b. ANP Questionnaire

The ANP questionnaire aims to determine the priority of SWOT factors and alternative strategies. ANP questionnaire uses pairwise comparison with a numerical scale of 1-9 (Noor, 2014).

10. Validity Test

The questionnaire validity test in this study uses a face validity method. The face validity method is carried out subjectively by the researcher to measure whether the research instrument's form and presentation have been relevant, clear, and rational

(Purnama, 2015). The owner of CV Firman SK carries out a face validity assessment.

11. Data Collection

This study involved primary and secondary data. Primary data are obtained directly from information sources through interview activities and questionnaires. Secondary data are obtained based on internal data, documentation, books, and journals.

12. Data processing and Analysis

Data processing is carried out to analyze and process data into information. The stages of research data processing consist of the alternative strategies determination using the SWOT matrix, prioritizing alternative strategies using the ANP method, and improving new BMC elements. Super Decision software is used to calculate ANP. The advantage of ANP is that it can consider the feedback relationship so that it has better accuracy and more stable results than AHP.

13. Conclusions and Suggestions

The study ends with making conclusions and suggestions. Conclusions are made based on research objectives that refer to the research results.

RESULT AND DISCUSSION

CV. Firman Surya Kendedes (SK) was founded by Mr Ibnu Soedarmono and Mrs Muarifatul Jannah in 2004 under the trademark Kahuripan. CV Firman SK produces tomato dates, crispy mendol, cassava chips, banana chips, instant ginger drinks, and instant turmeric drinks. Tomato dates began to be produced and put on the market in 2008.

Business Model Mapping with BMC

BMC mapping can make the decision-making process for CV Firman SK business development easier. BMC systematically maps the business model on the CV Firman SK into nine elements, including customer segments, value propositions, channels, customer relationships, cost structures, and revenue streams. BMC can be seen in Figure 1.

1. Customer Segment

The customer segment block in BMC describes the group of customers who are the business target. Figure 1 shows that customer segmentation of CV Firman SK is categorized into geographical, demographic, and psychographic segmentation. Geographical segmentation of the CV Firman SK covers customers in Malang and Surabaya areas.

The demographic segmentation of CV Firman SK customers includes variables of age, gender, occupation, and economic level. The age of customers ranges from teenagers (13-18 years) to adults (19-45 years). The age group of customers is adjusted to the

customer's ability to decide on the purchase of products. Customer segments by gender are male and female. Customers at an economic level are grouped into 3, namely medium to upper, middle, and lower middle.

CV Firman SK customers are psychographically grouped based on the lifestyle of customers who like sweet foods. Customers who like sweet foods and consume confectionery products most likely buy candied-dated tomato products. Psychographic segmentation provides an advantage for companies to adjust product marketing based on the lifestyle of customers.

Business Model Canvas (BMC) Candied Tomatoes of CV Firman SK				
Key Partnership • Reseller (S) • Department Cooperative and MSME Service of Malang Regency (S)	Key Activities • Material procurement (T) • Production process (S) • Marketing (T)	Value Proposition • P-IRT legality (S) • Halal certification (S) • Brand image 'Kahuripan' (S)	Customer Relationship • Provision of discounts (S) • Product customization services (O)	Customer Segment • Geographically (W): Malang & Surabaya surroundings • Demographic (O) 1. Teens (13-18 years old) and adults (19-45 years old) 2. Male and female 3. All types of job 4. Upper to middle, middle, and middle to lower economic groups • Psychographic (O): sweets product lovers
	Key Resources • Physical resources (S) • Human resources (W) • Financial (W) • Intellectual (S)		Channels Direct Channel • Direct sales at the production place (W) • Social media (Facebook & WhatsApp) (O) Indirect Channel • Reseller (S)	
Cost Structure • Fixed cost (T) • Variable cost (T)		Revenue Stream Source of income from • Product sales (T)		

Figure 1. BMC of CV Firman SK

2. Value Proposition

The value proposition of CV Firman SK's candied date tomato products includes the legality of P-IRT, halal certificates, and Kahuripan brand image. Candied tomato dates CV Firman SK trademarked Kahuripan. The tomato date price is Rp 25,000 per pack of 250 g. Tomato dates can be seen in Figure 2.

The legality of P-IRT CV Firman SK shows that the products marketed have food safety guarantees. The P-IRT certificate of CV Firman SK was issued by Malang

Regency Health Office in 2021. The validity period of the P-IRT is until 2026 under the number 2143507132338-25. Tomato dates of CV Firman SK also have a halal certificate that is valid until 2024. CV Firman SK has included a halal logo on the packaging of candied date tomatoes.

The 'Kahuripan' brand has been introduced since 2004. Brand recognition aims to build a positive perception or image of CV Firman SK products. Brand image can be formed through aspects of uniqueness and product excellence. The uniqueness of

tomato dates by CV Firman SK is the taste and texture of tomato-based products that resemble dates. The advantage of Kahuripan tomato dates is that they do not use artificial preservatives, have an attractive packaging design, and have been guaranteed safe and halal.



(a)



(b)

Figure 2. (a) Tomato Dates Packaging and (b) Tomato Dates

3. Channels

The channels element explains the media used by CV Firman SK to convey and channel the value proposition of tomato dates products to consumers. The channels used by CV Firman SK consist of direct and indirect distribution channels.

Direct distribution channels of CV Firman SK are through social media (Facebook and WhatsApp) and product sales at production sites. In indirect channels, consumers obtain products through intermediaries to distribute

products of CV Firman SK. Indirect channels of candied date tomatoes through resellers. Resellers are individuals or groups cooperating with companies to sell products to consumers.

4. Customer Relationship

CV Firman SK builds personal relationships with customers by providing discounts and product customization services (orders based on customer-specific requests). Referring to the services offered, CV Firman SK has implemented an approach to establishing relationships with customers, namely increasing financial benefits through providing wholesale prices; and adding social benefits by customizing products. The services carried out by CV Firman SK aim to increase satisfaction and maintain customer loyalty.

5. Revenue Streams

CV Firman SK's source of income comes from product sales. The price of tomato dates products is IDR 25,000 per pack of 250 grams. The type of revenue stream obtained by CV Firman SK is included in transactional revenues. Based on Table 1, the revenue of CV Firman SK increased in 2018-2019, and then there was a decrease in revenue to reach 50% in 2020 due to the Covid-19 pandemic. The decline in income is a problem for business development. In 2021, the revenue of CV Firman SK began to increase in line with the decrease in covid-19 cases in Indonesia.

6. Key Resources

CV Firman SK resources are categorized into physical, human, financial, and intellectual resources. CV Firman SK uses the resources to create value propositions, market products, and earn income. The benefit derived from the optimal management of resources is the achievement of efficient competitive advantage.

7. Key Activities

The key activities element is information related to the important activities carried out by CV Firman SK in

running the business. Critical activities in tomato date products of CV Firman SK consist of providing materials, production processes, and marketing activities.

8. Key Partnership

CV Firman SK builds partnership relationships with resellers and Department Cooperative and MSME Service of Malang Regency. The form of a partnership built by CV Firman SK is included in strategic alliances with non-competitors. Partnerships are carried out to improve the capabilities and competitiveness of CV Firman SK.

9. Cost Structure

The cost structure in CV Firman SK is categorized as cost-driven, which focuses on minimizing costs. The purpose of cost structure is to know the costs that must be prepared to run a business. The cost structure of CV Firman SK consists of fixed and variable costs. The fixed costs incurred by CV Firman SK include the cost of

purchasing machinery and equipment and workers' salaries. The variable cost of CV Firman SK consists of the cost of purchasing materials and the water and electricity costs.

Internal Factor Analysis

Internal factor analysis uses the Internal Factor Evaluation (IFE) matrix. The IFE matrix generates weights and ratings on each internal factor. The results of the IFE matrix can be seen in Table 2. IFE matrix total score is 2.805 means CV Firman SK is in the average position. CV Firman SK is capable of utilizing its strengths and overcoming existing weaknesses.

External Factors Analysis

External factor analysis was performed using the External Factor Evaluation (EFE) matrix. The results of the EFE matrix can be seen in Table 2. The EFE matrix total score of 2.750 means CV Firman SK is in the medium position. CV Firman SK is capable of taking advantage of opportunities and overcoming threats.

Table 1. Average income of candied tomato dates

Year	Total Revenue (Rp/year)	Average Income (Rp/month)
2018	40,900,000	3,408,333
2019	38,550,000	3,212,500
2020	15,900,000	1,325,000
2021	36,150,000	3,012,500

Table 2. IFE and EFE Matrix Calculation Results

Internal Factors	Weight (W)	Rating (R)	Score (W x R)
Strengths			
1. P-IRT legality and halal certification (S1)	0.198	3.5	0.693
2. Advanced production machine technology (S2)	0.188	3.5	0.656
Weaknesses			
1. Have not cooperated with tomatoes suppliers (W1)	0.323	2.25	0.727
2. Have not cooperated with local gift shop and school canteen (W2)	0.292	2.5	0.729
Total	1		2.805
External Factors	Weight (W)	Rating (R)	Score (W x R)
Opportunities			
1. The trend of online shopping is increasing (O1)	0.208	4	0.833
2. Tomato dates are likely to be favored by tourists and children (O2)	0.25	3.5	0.875
Threats			
1. Competition with competitors (T1)	0.375	2	0.75
2. Tomatoes in the local traditional market do not meet the quality standards or do not meet the number of production needs (T2)	0.167	1.75	0.292
Total	1		2.750

Internal-External (IE) Matrix

The input on the IE matrix is the total weight score of the IFE and EFE matrices. The total weight score of the IFE matrix is placed in the horizontal position, while the total weight score of the EFE is in the vertical position. The total weighting score of the IFE matrix is 2.805, and the EFE matrix score is 2.750. Based on the scores of the two matrices, it is known that the intersection point in the fifth quadrant is the hold and maintain position. The results of the IE matrix can be seen in Figure 3.

The recommended strategies if the company is in a hold and maintain position

are market penetration strategies, market development strategies, and product development. The market penetration strategy aims to expand the market reach, which can be done by adding distribution channels. In contrast, the market development strategy is carried out to enter new market shares or add new customer segmentation (Azzahra *et al.*, 2021). The product development strategy aims to increase product sales through product value improvements and modifications that adapt to customer needs.

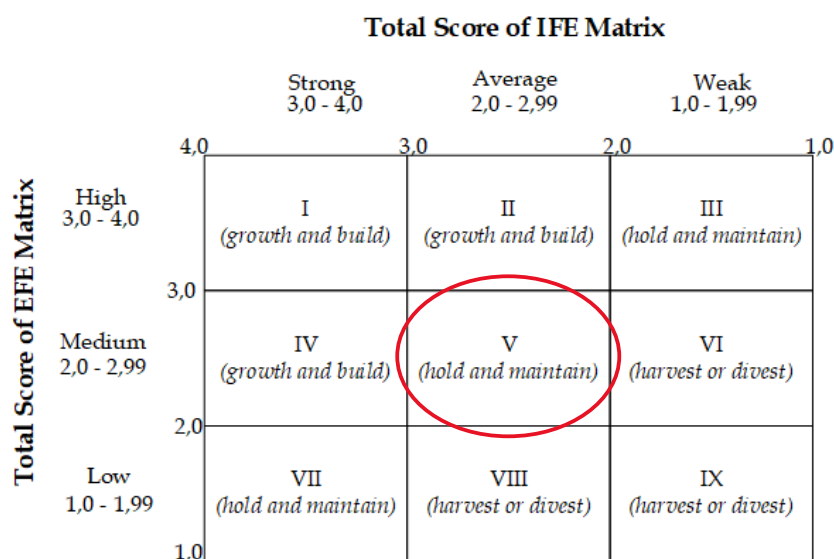


Figure 3. IE Matrix Results

SWOT Matrix

Business development strategies obtained by the SWOT matrix are SO (Strength-Opportunity), WO (Weakness-Opportunity), ST (Strength-Threat), and WT (Weakness-Threat) strategies. The SWOT matrix of CV Firman SK's business development strategy can be seen in Figure 4. The business position of CV Firman SK in the IE matrix is a hold and maintain position, so alternative strategies are suggested to be strategic market penetration, market development, or product development.

Based on Figure 4, four business development strategies were obtained for CV Firman SK. Alternative strategies

include selling tomato dates on the marketplace (SO1), cooperating with gift shops and school canteens in distributing tomato dates (WO1), obtaining BPOM permit (ST1), and cooperating with suppliers of tomatoes (WT1). The SO1 and ST1 strategies are included in the market penetration strategy to expand the marketing reach, while the WO1 strategy is a market development strategy aimed at entering new market shares. WT's strategy includes product development strategies through cooperation with major tomato raw material suppliers so that the material specifications follow the quality standards desired by the company.

Internal Factor	Strength (S)	Weakness (W)
	1. P-IRT legality and halal certification (S1) 2. Advanced production machine technology (S2)	1. Have not cooperated with tomatoes suppliers (W1) 2. Have not cooperated with local gift shop and school canteen (W2)
External Factor	Opportunities (O)	Threat (T)
	1. The trend of online shopping is increasing (O1) 2. Tomato dates are likely to be favored by tourists and children (O2)	1. Competition with competitors (T1) 2. Tomatoes in the local traditional market do not meet the quality standards or do not meet the number of production needs (T2)
SO	ST	WO
Selling tomato dates on the marketplace (SO1) [Uses S1 and S2's strengths to take O1's chances]	Obtaining BPOM permit (ST1) [Uses S1's strength to minimize the impact of T1's threat]	Cooperating with gift shops and school canteens in distributing tomato dates (WO1) [Overcoming W2's weakness to take O2's opportunity]
WT		
		Cooperating with supplier of tomatoes (WT1) [Resolved W1 weaknesses to minimize the impact of T2 threats]

Figure 4. SWOT Matrix

Table 3. Consistency ratio

No	Matrix	CR value
1	Comparison Matrix of Alternative Strategies for SO1 (Interdependence)	0.023
2	Comparison Matrix of Alternative Strategies for ST1 (Interdependence)	0.016
3	Comparison Matrix of Alternative Strategies for WO1 (Interdependence)	0.043
4	Comparison Matrix of Alternative Strategies for WT1 (Interdependence)	0.073
5	Comparison Matrix of Alternative Strategies for S1	0.029
6	Comparison Matrix of Alternative Strategies for S2	0.074
7	Comparison Matrix of Alternative Strategies for W1	0.049
8	Comparison Matrix of Alternative Strategies for W2	0.033
9	Comparison Matrix of Alternative Strategies for O1	0.060
10	Comparison Matrix of Alternative Strategies for O2	0.089
11	Comparison Matrix of Alternative Strategies for T1	0.054
12	Comparison Matrix of Alternative Strategies for T2	0.078

Consistency Ratio Analysis

The consistency ratio analysis value was carried out to determine the level of consistency of the questionnaire assessment by respondents. The consistency ratio values of an ANP pairwise comparison matrix can be seen in Table 3. Based on Table 3, each comparison matrix between SWOT clusters and alternative strategy clusters has a ratio consistency value of less than 10% (0.1), so respondents' assessments can be expressed consistently and valid. Assessments that have been declared valid can determine the weighting and priority.

Weight and Priority SWOT Factors

The SWOT cluster in determining alternative strategies consists of strengths,

weaknesses, opportunities, and threats. Weights on each element in the cluster are used to determine local and global priorities. Local priority is the order of priority of elements in a cluster, while global priority is the priority of all elements. The ANP model and the weights on the SWOT cluster elements can be seen in Figure 5. The results of determining the weight and priority of the SWOT cluster can be seen in Table 4.

Selection of factors as the top priority was based on global preferences with the highest weight ranking. Table 4 shows that the top priority is in the *strength* cluster, namely the legality of P-IRT and halal certified (S1) with a weight of 0.762. The lowest priority factor is advanced production machine technology (S2), with a

weight of 0.238. The factor with the highest weight significantly influences the business development of CV Firman SK. CV Firman SK favors the legality of P-IRT and halal certificates because they can guarantee product quality, which is expected to

increase consumer trust. According to Epriliyana (2019), food safety permit certificates such as P-IRT and halal can provide advantages for companies to build consumer trust and improve the company's network.

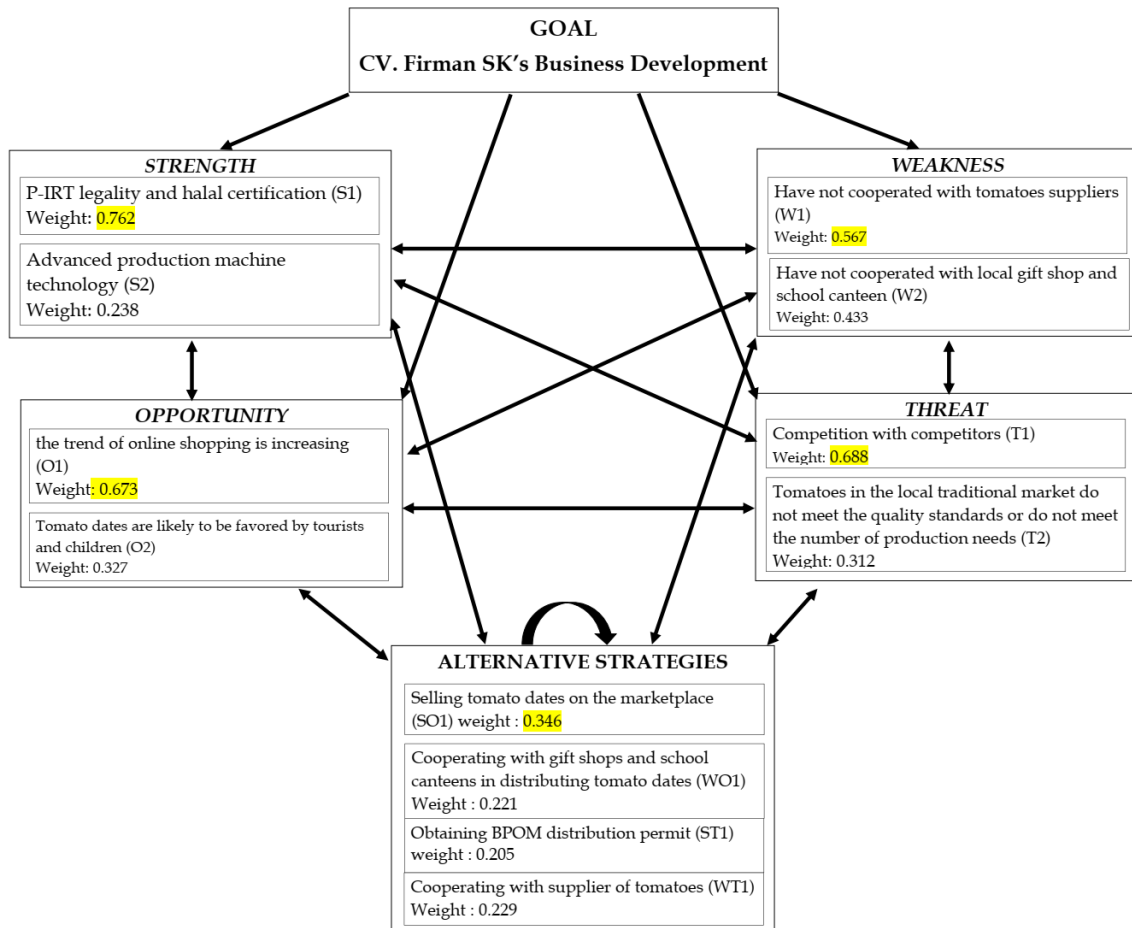


Figure 5. ANP Model of CV. Firman SK's Business Development

Table 4. SWOT cluster weight and priority

Clusters	Factor	Weight	Local Priorities	Global Priorities
Strength	S1	0.762	1	1
	S2	0.238	2	8
Weakness	W1	0.567	1	4
	W2	0.433	2	5
Opportunity	O1	0.673	1	3
	O2	0.327	2	6
Threat	T1	0.688	1	2

Weights and Priorities of Alternative Strategies

Alternative strategies include selling tomato dates on the marketplace (SO1), cooperating with gift shops and school

canteens in distributing tomato dates (WO1), obtaining a BPOM permit (ST1), and cooperating with suppliers of tomatoes (WT1). The weighting and priority of alternative strategies can be seen in Table 5.

1. Priority 1 (Selling tomato dates on the marketplace (SO1))

The highest and most recommended alternative strategy priority is strategy SO1, with a weight of 0.350. CV Firman SK uses their advantage of its strengths to take opportunities to increase product purchases. The implementation of the SO1 strategy is aimed at expanding market share and increasing sales of candied date tomatoes.

2. Priority 2 (cooperating with the supplier of tomatoes (WT1))

The second alternative priority of the business development strategy is strategy WT1, with a weight of 0.225. The WT strategy is carried out to minimize internal weaknesses impact and overcome the threat of running out of tomatoes as raw materials. CV Firman SK can cooperate with local cherry tomato farmers in the Malang Regency area.

3. Priority 3 (Obtaining BPOM permit)

A priority for business development strategies in the third position is the ST1

strategy, with a weight of 0.219. The implementation of obtaining a BPOM distribution permit strategy aims to increase the competitiveness of CV. Firman SK expands the area of product distribution and increases consumer confidence. Based on Andriany and Tangke (2021), a BPOM permit can make it easier for companies to market products and maximize opportunities to enter the existing market share.

4. Priority 4 (Cooperating with gift shops and school canteens in distributing tomato dates (WO1))

The WO1 strategy ranks fourth with a weight of 0.206. The WO1 strategy is aimed at taking the opportunity to enter a new market share, namely tourists and children. CV Firman SK needs to repackage candied date tomatoes to adjust the size and price of the product based on the needs of the new market target. Cooperation with gift shops and school canteens can provide convenience for potential new consumers to obtain and buy the products.

Table 5. Weights and priorities of alternative strategies

Alternative Strategies	Weight	Priority
SO1	0.350	1
WT1	0.225	2
ST1	0.219	3
WO1	0.206	4

BMC Improvement of CV Firman SK

The BMC model improvement or renewal is carried out by integrating business development strategies into the initial BMC. The results of the BMC model renewal can be seen in Figure 6. The renewal order of BMC elements adjusts to the order of business development strategies priority based on ANP results.

The first priority is SO1 added to the channel's element because it is related to the product and marketing distribution channel. WT1 and WO1 strategies are related to the company's partnership relationship, so it is included in the critical partnership element. The ST1 strategy is aimed to increase the value proposition of candied date tomatoes so that the ST1

strategy is added to the value proposition element.

1. Channels

The implementation of selling tomato dates on the marketplace (SO1) impacts the development of channel elements by adding marketing channels, such as Tokopedia and Shopee. The challenge faced by CV Firman SK is increasing the knowledge and ability of workers in terms of marketing through the marketplace. Workers, as human resources, need to learn how marketing works and how to serve consumers through the marketplace. CV Firman SK should conduct training about marketing management and product sales through the marketplace.

2. Key Partnership

The thing that CV Firman SK needs to prepare in the development of key partnerships is the need to make a written contract with partners to avoid losses for both parties when something untoward happens.

3. Value Proposition

The *value proposition* element is developed by implementing a strategy of obtaining a BPOM permit (ST1). Based on BPOM Regulation No. 7 of 2021, companies are required to apply Good Manufacturing

Practice (GMP) as one of the requirements for obtaining a BPOM distribution permit. In general, the aspects involved in implementing GMP include the conditions of the production site sanitation, facilities and infrastructure, and the sanitation of workers directly contacting the product. The challenges faced by CV Firman SK to obtain BPOM include the preparation of infrastructure and facilities under GMP standards. Based on research conducted by Sucipto *et al.* (2020), inadequate infrastructure and facilities can obstruct BPOM certification in MSMEs.

Improved Business Model Canvas (BMC) of CV Firman SK				
Key Partnership <ul style="list-style-type: none"> • Reseller • Department Cooperative and MSME Service of Malang Regency • Gift shop • School canteen • Tomatoes supplier 	Key Activities <ul style="list-style-type: none"> • Material procurement • Production process of tomatoes dates • Product marketing 	Value Proposition <ul style="list-style-type: none"> • P-IRT legality • Halal certification • Brand image 'Kahuripan' • BPOM Permit 	Customer Relationship <ul style="list-style-type: none"> • Interpersonal relationship • Giving discounts (discounts) • Product customization services 	Customer Segment <ul style="list-style-type: none"> • By geography : Malang and Surabaya surroundings • By demography <ol style="list-style-type: none"> 1. Age: teenager (13-18 y.o.) up to adult (19-45 y.o.) 2. Gender: Men and Women 3. Job: All kind of job 4. Economy class: Middle to upper, middle, and middle to lower • By psychography: Likes sweets product
Key Resources <ul style="list-style-type: none"> • Physical resources (building, facilities, vehicles, machine, equipment) • Human resources • Financial (asset) • Intellectual (recipe, worker capability, product distribution permit) 		Channels <ul style="list-style-type: none"> • Direct Channel <ul style="list-style-type: none"> • Direct sales at the production place • Social media (Facebook & WhatsApp) • Marketplace (Shopee & Tokopedia) • Indirect Channel <ul style="list-style-type: none"> • Reseller 		
Cost Structure <ul style="list-style-type: none"> • Fixed cost • Variable cost 		Revenue Stream <ul style="list-style-type: none"> • Source of income: <ul style="list-style-type: none"> • Product sales 		

Figure 6. Improvement of CV Firman SK's BMC Elements

CONCLUSION

The main priority of the SWOT cluster lies in the strength cluster, namely the legality of P-IRT and halal certified (S1) with weight 0.76217. The highest and most recommended alternative strategy priority is to sell candied date tomatoes on the marketplace (SO1) with a weight of 0.350. The second alternative strategy priority is cooperating with suppliers of tomatoes

(WT1) with a weight of 0.225. An alternative strategy priority in the third position is obtaining a BPOM permit (ST1) with a weight of 0.219. The fourth- priority is cooperating with gift shops and school canteens in distributing tomato dates (WO1) with a weight of 0.206. The elements of BMC that have improved based on alternative strategies are channels, key partnerships, and value propositions.

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