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## Business Development Strategy in Furniture Business Using Business Model Canvas Approach

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### Abstract

*Business Model Canvas (BMC) has a Customer Segment element in the furniture business, namely the upper middle class and specialized. The research aims to find out the furniture business strategy implemented by BMC. The study used a qualitative descriptive method by conducting interviews with informants, namely furniture owners and employees. The results of the study used 9 (nine) BMC elements. The customer segment is from the upper middle class and specialized value Proposition, namely the value of loyalty to provide the best and guarantee quality. The channel uses online and offline media. Customer Relationships build excellent and effective communication. Revenue stream from the sale of products produced. Key Activities purchase quality raw materials and processed labour and distribute them using supporting resources. Key Partners use vendors who provide raw materials and e-commerce parties. Key Resources look for raw material resources for labor to process. The cost structure consists of fixed costs and variable costs. Research implications can contribute to furniture entrepreneurs in Indonesia and internationally, especially Medan City. Using BMC to find strengths and weaknesses to get a solution. The results of using BMC increase productivity and welfare.*

### Keywords

*Business Development; Strategy, Business Model; Business Model Canvas*

## 1. Introduction

A business is an organization that provides goods or services to be sold and marketed to make a profit. Industry development today, be it goods, services, or manufacturing in Indonesia is increasing competition. In addition, technology development is currently very rapid, which can cause competition between companies and competitors to increase over time. This situation will require the company to continue developing and creating new innovations to its business to solve problems that become the community's needs. So that later the company will still be able to develop and compete with its competitors amid the current business world competition. Currently, business development in Indonesia is experiencing a rapid increase, which can be seen from the many developments in small and large businesses from businesspeople from both online and offline businesses. One of the businesses that is growing at this time is the furniture business, where many people want to equip their homes with furniture so that they look neat and orderly, so it is necessary to develop business by business people, especially in this case the furniture business. Business development is carried out by business people, of course, to obtain maximum profits marked by the achievement of planned sales targets. The maximum profit obtained will contribute to business actors expanding and developing their businesses. With increased sales for the number of visitors who come, the business can expand to satisfy visitors by using the achievement of targets or profits that are always exceeded (Zuhri, 2013). High market demand is a reason for business people to develop their business further. When a business is offered high market demand, business actors have to take advantage of it because it is very profitable for business actors. This is where the opportunity for business people to develop their business and expand their target market, of course, this is done with business methods.

Expanding the target market can encourage business actors to develop the market. Expanding business targets is also related to high market demand. When business actors want to expand the target market, they will be able to control the targeted areas or market locations. That way, it will encourage better business success if the new business location branch is by the planned target market (Anggraini, 2012). High competition makes business development very important for a good business in any field where the business is engaged because it is often found that many types of businesses are running in an almost similar field, some even the same. This forces business actors to consider several strategies to maintain their businesses. That way, the business being run can control the market by the planned target. This is done so that the company can survive and compete with other competitors (Meliala, 2017). One strategy in business development is to use a business model. A business model describes how a company creates added value in the world of work, including a combination of products, services, image, distribution resources, and infrastructure. Similarly, the concept of a business model has been positioned between the inputs used by the company to obtain economic output (Afuah 2004). The business model is significant for the company because it has several advantages; first, it can help companies or businesses get information about how, where, and when the product functions correctly. Second, designing a good business model can weaken competitors. With these advantages, it can help companies win competitiveness in the market.

One of the business models that can be used is the Business Model Canvass. The concept of Business Model Canvas (BMC) is a way to describe, visualize, assess, and change business models. Businesses can map their business model into nine elements: customer segments, revenue streams, essential resources, key activities, key partners, and costs (Osterwalder & Pigneur, 2009). Research on Business Model Canvas is essential for a business to help the company analyze the business strategy that is carried out through the Business Model Canvas approach. It is hoped that the

company can create a new business strategy based on the Business Model Canvas approach so that it can develop and compete with other companies amid increasingly fierce business competition and rapid technological development. This research was conducted at a furniture business in Medan City. This research was conducted in Medan City because there is much competition for furniture or furniture businesses in Medan City, so new strategies can be made so that it becomes an opportunity for furniture or furniture business actors for the sustainability and development of the furniture or furniture business. From this background, the researcher is interested in researching strategies for developing a furniture or furniture business in Medan City, so the researcher has a title in this study, namely Business Development Strategies Using the Business Model Canvas Approach in Medan City. From the background of the problem described above, the research problem can be formulated as, among others, what is the current furniture business model in Medan City when viewed using the Business Model Canva approach, designing a new furniture business development model in Medan City after using the Business Model Canvas approach, Recommendations for business development strategies in furniture businesses in Medan City. The purpose of this research is to find out the current picture of the furniture business model in Medan City when viewed using the Business Model Canvas approach, find out the plans for a new furniture business development model in Medan City after using the Business Model Canvas approach and determine the recommended business development strategy for the furniture business. in Medan City.

## **2. Literature Review**

Strategy is an overall set of methods for implementing ideas and plans within a certain period. Definitions of Strategy According to experts. Strategy is a means to achieve long-term goals. According to Persari et al. (2018), Strategy is a tool for achieving the long-term goals and objectives of the organization, implementing actions, and allocating resources needed to achieve predetermined goals. Furthermore, Rangkuti (2013) argues that Strategy is a comprehensive master plan that explains how the company will achieve all the goals that have been set based on the previously set mission. Business development is one of the most beneficial activities for managers or team members in an organization/company. Meanwhile, according to Malik (2020), business development is how an entrepreneur carries out activities or stages in managing his business. According to another opinion regarding business development, business development is any activity that increases - or aims to increase - the company's profit, production, or service potential. In addition, business development can be defined as an investment of capital or time that impacts the company's growth and expansion. Business development is advancing a business to a point where the company can provide goods and services. From the marketing side of the company, business development is a promotional process to build and maintain working relationships related to business goals (Kind & Knyphausen, 2007). Based on the definitions above, it can be concluded that business development is a process or activity carried out by companies to improve performance as one of the business development efforts to ensure business value is delivered so that it can provide a way to achieve competitive advantage (Abdulwase et al., 2020; Savitri et al., 2023).

The stages carried out in managing the business are having an idea, usually obtained through the success of others or a strong sense of business from the entrepreneur, and filtering ideas or business concepts that have been determined. Business development itself is a guide for business implementation. One of the ways that entrepreneurs develop their business is by calculating the profit and loss of the business future market conditions or trends are also used in business development and implementation of business plans in business control; in this implementation is

how an entrepreneur can direct the plans that have been prepared and also use the required resources such as capital, material, and labor to carry out planned business activities (Kartini et al., 2023). The purpose of business development is to ensure that the value and benefits of the business are delivered (Ablo, 2020; Uzir et al., 2021). There are several essential points in strategic business development, including: - referring to the vision and mission, having a long-term view and goals, and having an overall plan.

According to Kartini et al. (2023), among other things, technological developments are an important business tool because technological advances will make higher-quality products more efficient and even innovative. Changes in consumer tastes, when consumer tastes for a product change, the company must adapt or make the product according to the consumer's wants and needs. Competition is important in product development because this is done so that the products we have cannot be competed with by competitors. There is excess machine capacity. When a company has excess machine capacity, the company can use this to make new products or make more products than before. The desire to increase profits, the main goal of a company creating a product is to make a profit (Edmans, 2021). However, in this case product development is needed to strengthen the product's position in the market. Three strategies can be used to develop a product: the first is a quality improvement strategy, the second is a rights improvement strategy, and the third is a style improvement strategy. A short product life cycle, this cycle can make consumers quickly bored with the products we produce. Therefore, companies are required to develop their products so that consumers do not get bored with the products they offer.

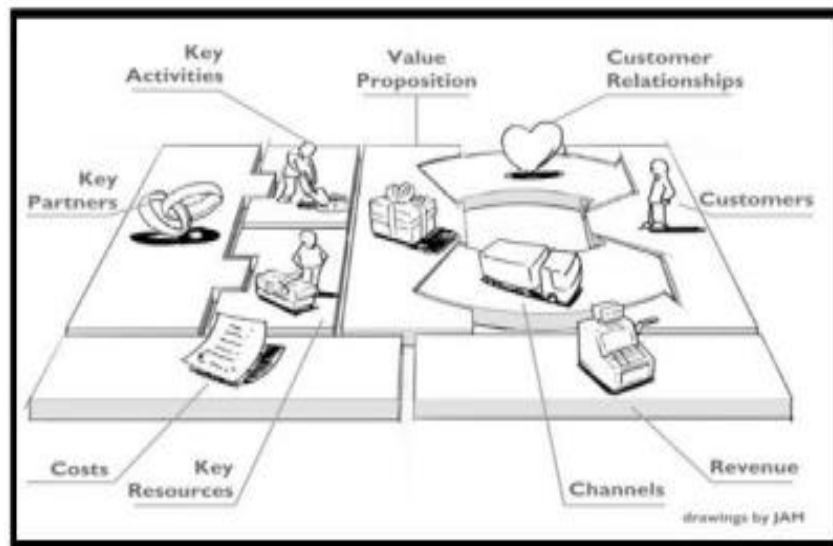
Combined with the previous definitions, a business development strategy is a set of goals, policies, plans, and company activities to identify business opportunities in the market and maintain business continuity or achieve business success. Business development strategy is part of business strategy and cannot be separated from the business model to provide competition to be faced effectively (Isnawati, 2023). In order to develop a sustainable business, a company must constantly assess the business strategy it is running. Business strategy analysis is an essential step in designing a business model that can last a long time and impact the company's life for a long time (Teece, 2010). In developing a business strategy, several stages must be passed. The first stage is analyzing the company's internal and external environment. Company management must observe the opportunities and threats of the external environment, including consumer needs, actions, expectations, and competitors' capabilities. Internally, the company needs to be aware of its competencies and resources, including its position, its strengths in product quality and delivery, and its financial resources.

According to Bask et al. (2010), a business model is a more concrete description of a company's operations. The business model can be positioned between business strategy and business processes. The business model itself expresses the company's strategy in a more concrete form. It is often at the strategic business unit level (SBU level) to make products, sell, and promote the products produced (Yuliani, 2021). In this business model, the strategy and vision of the company are usually equated into elements of value propositions, customer relations, and value networks. Meanwhile, according to Osterwalder & Pigneur (2010), a business model is a tool to describe the rationale for how organizations create, deliver, and capture value.

According to PPM Management Team, there are four benefits obtained when we have a business model, namely: 1. The first benefit is related to its components, the business model makes it easier for planners and decision-makers in the company to see the logical relationship between the components in their business, so that value for consumers and value for the company can be generated. 2. The second benefit is that the business model can be used to help test the consistency of the relationship

between its components. 3. The third benefit is that business models can help test markets and assumptions used to develop businesses. 4. The fourth benefit is that the business model can be used to show how radical a change is made and its consequences.

Business Model Canvas (BMC) is a way to make it easier for business actors to determine the right strategy for running their business (Novalia, 2020). With BMC, business actors can discover the shortcomings or obstacles in their business. Business Model Canvas has been widely used in various business mappings to map businesses to produce more optimal performance (Royan, 2014). Business Model Canvas is also a framework to remap an existing business to maximize performance (Abdulaziz, 2022; Sudarso, 2023). Business Model Canvas is a tool to help us see more accurately what a business looks like. Transforming complex business concepts into simple ones displayed on a single canvas sheet contains a business plan with nine well-integrated vital elements, including internal and external strategic analyses (Osterwalder & Pigneur, 2015). The nine key elements also show how the company intends to make money. The nine basic building blocks are (Akbar, 2022): customer segment, value propositions, channels, customers relationships, revenue streams, key resources, key activities, key partnership, cost structure.



**Figure 1.** Business Model Canvas

### **3. Methods**

This research uses a descriptive method with a qualitative approach. This research builds knowledge through discovery and understanding of the surrounding and tested environments. The descriptive method was used to determine the business development strategies carried out by furniture business actors in Medan City using the Business Model Canvas (BMC) approach. The qualitative approach was used to obtain deeper information related to the phenomenon to obtain a more comprehensive explanation. There are two types of data in this research, namely primary data and secondary data. In-depth interviews were conducted for primary data collection, while secondary data was obtained through literature and documents. In-depth interviews were conducted with informants, namely furniture entrepreneurs in Medan City, to obtain answers from research informants so that the problem formulation of this research could be answered. There were 4 (four) furniture entrepreneurs interviewed. These 4 (four) furniture entrepreneurs were selected because they are large furniture businesses in Medan City, so they can

provide an overview of what kind of data is desired for this research data. Analysis was conducted simultaneously with the collection process. This qualitative analysis was carried out following a process that included data reduction and data presentation and drawing conclusions based on the reduction and presentation of data that had been done previously. Data reduction is made to classify, discard unnecessary data, and organize data so that conclusions can finally be drawn and verified. Data presentation is carried out to develop a description of structured information from the data that has been reduced in order to draw conclusions and take action. Furthermore, after the data is developed, conclusions will be obtained from the research that has been carried out.

## 4. Results

### 4.1 *Business Model Canvas (BMC) Analysis*

The results of mapping each important element or business aspect of the Business Model Canvas (BMC) in furniture companies were obtained from interviews conducted. Interview mapping of each of the nine basic elements includes, among others, customer segments, value propositions, channels, customer relationships, revenue streams, main activities, main partners, main resources and cost structure. Customer segments or customer segmentation are the people to whom something is sold or produced. In the furniture business, customer segmentation targets the upper middle class, as well as special groups who like classic furniture. The value proposition is the values of a business in carrying out its activities. The value proposition in the furniture business emphasizes the value of loyalty by always trying to provide the best, guaranteeing quality, and providing good service to provide a good experience for buyers. Furniture business channels use social media platforms such as Instagram and WhatsApp as well as e-commerce platforms such as Shopee which help disseminate information about business activities from online furniture businesses. This channel is also supported offline by opening a shop in the city center. Customer relationships are the type of relationships a company wants to build with customers. Furniture business players build this relationship based on the importance of good and effective communication.

This communication can increase the impact of furniture business information on customers, thereby fostering a sense of mutual trust and intense relationships between the two. The income stream or revenue stream for a furniture business comes purely from sales of the products produced. The product price itself can be determined through negotiation. Key activities are important activities that must be carried out so that the business can run well. The main activities of the furniture business start from purchasing quality raw materials, processing by workers, as well as marketing and distributing products to consumers using various supporting resources. Key partners or key partnerships are parties who have a cooperative relationship with a company. Partnerships built by furniture business players include vendors who provide raw materials and e-commerce as a market tool with a wider reach for furniture business players. Important resources in the furniture business start with finding sources of raw materials to be processed. After that, the furniture business needs labor resources to process the raw materials. Other resources such as building capital, good technology and marketing facilities must also support this activity. Cost structure is all forms of costs used in a business activity. The furniture business itself has a diverse cost structure consisting of various fixed costs whose performance is consistent and variable costs whose amounts continue to change.

<b>Key Partners:</b> - Raw material vendors. - E-commerce parties	<b>Key Activities:</b> - Purchase of raw materials. - Operation, Marketing	<b>Value Propositions:</b> Good service is based on loyalty, ensuring product quality, and providing a good buying experience.	<b>Customers Relationships:</b> Good and effective communication	<b>Customers Segments:</b> Various groups ranging from the middle class to the upper class and classic furniture enthusiasts
	<b>Key Resources:</b> Human resources, Capital, Natural resources		<b>Channels:</b> <i>Online Shop: Instagram, Whatsapp, Shopee, Offline Store</i>	
<b>Cost Structure:</b> Production costs, distribution costs, marketing costs, and other supporting costs			<b>Revenue Streams:</b> Revenue comes from 100 percent of sales of furniture products.	

**Framework 1.** Furniture Business Model Canvas

The current business strategy carried out in the furniture business in Medan City. It can be seen that Key Partners, namely vendors of raw material providers e-commerce parties, while Key Activities are purchasing raw materials, operations, and marketing, and Value Propositions, namely good service based on loyalty, guaranteeing product quality, and providing a good experience when buying. Furthermore, for Customers Relationships, namely excellent and effective communication and Customers Segments, namely various groups ranging from the upper middle class and classic furniture enthusiasts, then for Key Resources, namely human resources, capital, natural resources and Channels, namely Online Shop (Instagram, Whatsapp, Shopee) and Offline Store and for Cost Structure, namely production costs, distribution costs, marketing costs, and other supporting costs and for Revenue Streams, namely revenue comes from 100% sales of furniture products.

#### ***4.2 Strategy and Design of the Canvas Model Business Development Model***

Customer segments or customer segmentation in the furniture business in Medan City is targeting all groups that can reach prices. This means that the furniture business is not only enjoyed by the upper middle class but can be enjoyed by all groups. All circles can enjoy the goal so that furniture can develop by paying attention to the quality of the products offered. The value proposition in the furniture business lies in the quality provided to consumers to be loyal. This means that with the quality provided, both product quality and service quality can provide the best to consumers so that consumers can be loyal. From this quality, 2 things can be given, namely custom products and many product variations. If these two things can be adequately maintained, then consumers will return to being loyal to visiting the store. Channel or furniture business channels use social media platforms such as Instagram, WhatsApp, and e-commerce and have a website. With the existence of online media, the business can strengthen its distribution, be it product information, prices, or furniture business locations. Then, they open an offline store to help consumers who need help understanding online. Furniture businesses provide attractive offers for the weekend market, such as discounts for consumers who buy goods on weekends. Furniture businesses can do 3 (three) things, namely

communicating well with each consumer, providing discounts for subscribed consumers, and having a complaint service to communicate well with each consumer to increase customer trust in furniture business owners so that they can give and receive each other. Discounts for subscribed consumers aim to maintain stability between consumers and furniture business owners. The provision of complaint services for consumers aims to if consumers experience problems in purchasing products, which can be quickly resolved with the complaint.

<b>Key Partners:</b> - Cooperate with e-commerce - Vendors Raw material providers	<b>Key Activities:</b> - Have marketing. - Has delivery service - Has research and development	<b>Value Propositions:</b> -Improve quality to keep customers loyal -Products can be custom (size, model/design according to consumer demand) -Have many product variations	<b>Customers Relationships:</b> -Communicate well with each customer -Provide discounts for customers who have subscribed -Have a complaint service for consumers	<b>Customers Segments:</b> Ensuring that all sections of society can afford the price tag
	<b>Key Resources:</b> - Have human resources - Have production		<b>Channels:</b> - Strengthen online media distribution - Opened offline stores - Weekend Market	
<b>Cost Structure:</b> Manage costs properly		<b>Revenue Streams:</b> - Opening a repair service - Providing commission from the furniture business		

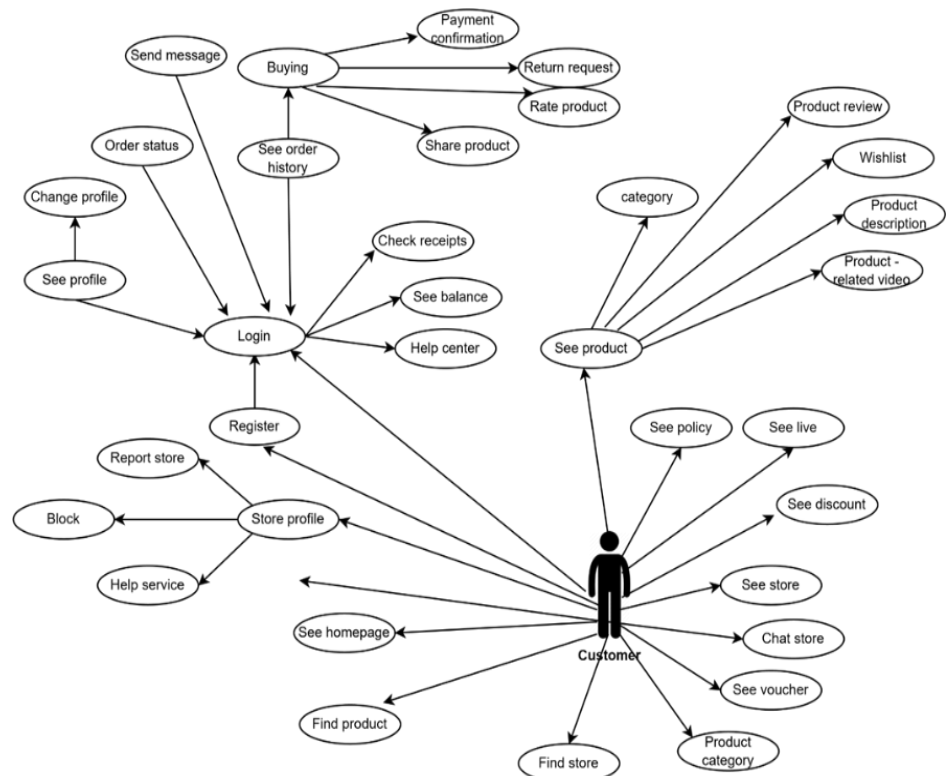
**Framework 2.** Future Business Model Canvas Diagram of Furniture Business

The revenue stream of the furniture business comes purely from the sale of products manufactured. The price of the product itself can be determined by negotiation. In this case, to get extra, the furniture business can open a reservation service to repair any damage to furniture owned by consumers and the provision of commissions from the furniture business. The purpose of giving commissions is to get additional income apart from the arrival of consumers' offline and online purchases. The key activities of the furniture business are marketing, delivery service, and research and development. In marketing, furniture business actors improve marketing strategies by collaborating with marketplaces and paying attention to product quality. Packaging products to be sent in the delivery service, making their delivery services collaborate with other delivery services/expeditions. Innovative products will be offered in research and development. Partnerships built by furniture business owners currently include working with vendors who provide their raw materials and e-commerce as a means of market with a broader reach for furniture businesses. Cooperation with partners such as vendors who provide raw materials aims to get excellent quality raw materials so that they can be offered to e-commerce to be traded. Critical resources in furniture business activities (furniture) running their business start with having human resources and production. In human resources, the furniture business requires everything from labor to processing raw materials to production and marketing staff. Apart from human resources, production is needed. This means every furniture business has production machines such as wood-cutting machines, paint machines, compressors, computers, and printers. The furniture business itself has a variety of cost structures consisting of various fixed costs that are consistent with being paid and variable

costs whose amount is constantly changing. In this case, the furniture business must control incoming and outgoing costs. This means that the need for costs lies not only in raw materials and labor but also in labor costs, promotional costs, electricity costs, and unexpected costs. Furniture entrepreneurs should be able to manage costs properly to be effective.

### **4.3 System Design**

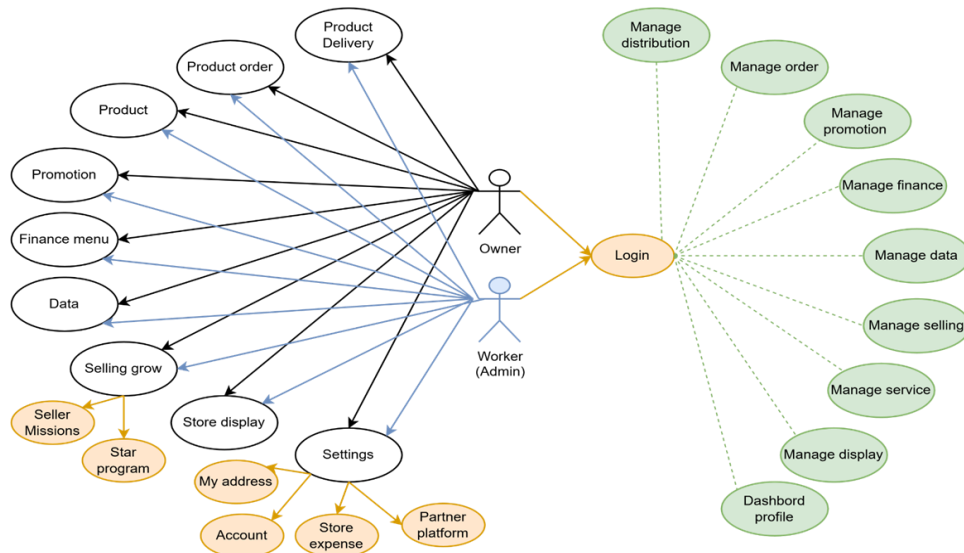
The system design that defines the form and process of the software will be carried out so that the results of the analysis set out in the program design will be completed.



**Figure 2.** Customer Use Case Flow

Figure 2, it is explained that the customer use case is an access thing that customers have to e-commerce. It is intended that customers can do various things such as viewing store profiles to see what product categories are in the store, finding discounts on these product categories, and getting access to assistance services to help them see and buy goods in the store. Furthermore, apart from viewing the store profile, it can report the store and block it with the aim that it provides unfavorable treatment. In addition, customers can see the policies carried out by the store, such as viewing live broadcasts and getting discounts in the form of vouchers on the storefront in the product category. To get such things, customers register first to ensure they already have an account to log in to the intended store. After the customer logs in, the customer can do a form of checking such as viewing the profile and changing the profile, seeing the search for goods through the search menu, which then, if the item has been ordered, can see the order status, see the order history, see the balance to see access to the help center and can rate and share products that have been purchased from the store. This activity is carried out online, while offline activities can be carried out directly by visiting the store to be

addressed, then seeing the products in the store and asking the existing employees, and then, if it matches the item sought, making a payment.



**Figure 3.** Use Case Flow of Admin and Shop Owner

In Figure 3, explains the use cases of employees (admin) and shop owners. The access rights of admins and shop owners in e-commerce are complete owners to run and view activities in their e-commerce. Things that are done in the form of seeing and managing products that will be shared for sale. Then, products sold and purchased by buyers can prepare product orders, and the goods sold are sent and monitored for product delivery. For other activities, both admins and shop owners, apart from promoting their products and providing discounts on goods in the shop window, are also available. Can carry out activities in the form of distribution management of orders for goods sent and incoming goods, financial management, sales data management, and service to consumers, as well as viewing and changing profiles on the profile menu in e-commerce. Overall, what is done above can be done by the store's admin (employee). The function of the admin in e-commerce is to make arrangements and manage activities in running e-commerce. At the same time, the shop owner has a role to supervise the management and regulation of various activities carried out by the admin.

This research can contribute to furniture entrepreneurs in Indonesia and internationally, especially for entrepreneurs in Medan City. Businesses use the Business Model Canvas (BMC) to create strategies so that from these strategies, strengths and weaknesses can be found to find solutions to problems. The results of using BMC can increase business productivity and improve welfare for employees who work in the furniture business.

### 5. Conclusion

The business model canvas consists of nine essential elements, namely Customer segments, Value proposition, Channel, Customer Relationship, Revenue Stream, Key Activities, Key Partners, Key Resources, and Cost Structure. In the customer segment, people become the selling target of something produced or produced to target the upper middle class and specialized. The value proposition lies in emphasizing loyalty by constantly trying to provide the best and guaranteeing quality and good service. The channel promotes furniture businesses online using online media and assisted offline. In customer relationships, the emphasis is on good and effective communication to maintain mutual trust. The revenue stream comes

from the sale of products produced. Key Activities are carried out so that the business can run well by buying quality raw materials, processing by labor, and marketing through supporting resources. Key Partners is done to establish a working relationship with a partnership with providers and e-commerce parties. Key Resources starts with finding raw material resources to be processed and done by labor and promising technology. The cost structure is done by managing costs, with the goal that costs can always change.

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