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Designing a Business Model Using the Business Model Canvas Approach for Strategic BMC Formulation

Nadya Fida Wijaya
Accounting Department
State Polytechnic of Malang
Malang, Indonesia
fwnadya357@gmail.com

Anik Kusmintarti
Accounting Department
State Polytechnic of Malang
Malang, Indonesia
anik.kusmintarti@polinema.ac.id

Anik Kusnawati
Accounting Department
State Polytechnic of Malang
Malang, Indonesia
anik.kusnawati@polinema.ac.id

Abstract— This study aimed to identify the business strategies implemented by UD Keripik Singkong Cap Lumba-Lumba and to develop a strategic business model using the Business Model Canvas and SWOT analysis. This study employed a qualitative research design, with data collected through interviews, observation, and documentation. The data were analyzed using a descriptive qualitative approach. The study begins by identifying the current business strategy, followed by sorting and categorizing the data based on the elements of the Business Model Canvas (BMC). This process is integrated with a SWOT analysis to construct a strategy matrix, which is subsequently mapped back onto the BMC framework. The findings reveal that UD Keripik Singkong Cap Lumba-Lumba employs a marketing mix that emphasizes product quality. The SWOT analysis identifies strengths such as high product quality and the pivotal role of distributors; weaknesses including the absence of special pricing and the simplicity of the production process; opportunities such as access to nationwide markets; and threats stemming from intense competition. The implications of the study suggest enhancements in customer relationships, distribution channels, value propositions, and other elements of the Business Model Canvas (BMC). This research offers a novel approach by integrating SWOT analysis into the BMC framework to facilitate more comprehensive strategy formulation.
Keywords: *Business Model; Business Model Canvas; Business Performance; Business strategy; SWOT Analysis*

I. Introduction

Strategy refers to an action plan that outlines the allocation of resources and activities to respond to the environment dynamics and support the achievement of organizational goals. It is a crucial element in corporate management, as it enhances competitiveness, guides organizational direction, manages risks, leverages opportunities, optimizes resource allocation, and facilitates adaptation to market changes. With an appropriate strategy, companies can achieve long-term success. However, many enterprises—particularly micro, small, and medium enterprises (MSMEs)—continue to face challenges in formulating and implementing effective business strategies.

A business strategy is a strategic plan developed by companies to guide their actions in achieving long-term objectives and gaining a competitive advantage in the market. According to Barney and Hesterly (2015), effective strategy formulation requires the proper allocation of resources and the implementation of strategic activities that align harmoniously with the external environment. David and David (2017) describe several managerial analysis tools used in the development of corporate strategy, including external environment analysis such as PESTEL, industry analysis through Porter's Five Forces, as well as SWOT analysis, the BCG Matrix, and the SPACE and IE Matrices. These analytical tools assist managers in understanding both the external and internal conditions of the company, enabling them to formulate appropriate strategies and providing guidance for strategic decision-making.

Another strategic analysis tool is the Business Model Canvas (BMC), developed by [1]. The BMC is a visual framework that facilitates the analysis and formulation of business models. It consists of nine core components that encompass key aspects of a business, ranging from customer segments to cost structures. By utilizing the Business Model Canvas (BMC), companies can clearly visualize the key elements of their business model and evaluate its strengths, weaknesses, and opportunities for improvement and innovation. Each company has unique needs; therefore, the selection and combination of business analysis tools may vary depending on its specific circumstances and objectives. This study integrates the BMC with SWOT analysis for strategic planning, aiming to generate a range of alternative strategies that can be implemented to strengthen a more comprehensive business model. According to Lastina and Sunarni (2019), the Business Model Canvas (BMC) and SWOT analysis are considered a complementary combination. Both tools support each other, as SWOT analysis identifies the strengths, weaknesses, opportunities, and threats associated with each BMC element within the company. By utilizing both tools, companies can develop more effective business strategies to enhance performance. The combination of the Business Model Canvas (BMC) and SWOT analysis enables companies to identify strengths, weaknesses, opportunities, and threats within their business strategy.

UD. Keripik Singkong Cap Lumba-Lumba faces these challenges. The company lacks a specific business strategy tool for decision-making and continues to rely on consumer recommendations for promotion. In the context of intensifying business competition, the company must adopt a more structured, data-driven strategy to enhance its performance and competitiveness. Therefore, this research is crucial in offering solutions that can help the company overcome these challenges.

The purpose of this research is to identify the business strategies implemented at UD. Keripik Singkong Cap Lumba-Lumba, visualize the business model using the Business Model Canvas (BMC), and develop a business strategy by combining the BMC with SWOT analysis. This research is expected to provide a more detailed and comprehensive understanding of the elements related to the business and produce an improved business strategy design for development and progress. This research is also expected to enhance our understanding of the internal and external environment of UD. Keripik Singkong Cap Lumba-Lumba and identify the most effective strategies for improving company performance. This research distinguishes itself from previous studies by employing an in-depth qualitative approach, utilizing interviews, observation, and documentation, rather than relying solely on quantitative analysis. Unlike [2][3], who treated SWOT analysis and the Business Model Canvas (BMC) separately, this study integrates the results of the SWOT analysis directly into the BMC model to formulate a more applicable strategy. Additionally, the data analysis procedure, which involves sorting and grouping based on BMC elements, provides a systematic structure, thereby offering a clearer understanding of the relationship between business elements and proposed strategies.

II. METHOD

The focus of this research is UD. Keripik Singkong Cap Lumba-Lumba, located at Gang Mentraman No.7, Turen, Malang Regency. This study adopts a qualitative descriptive approach, with primary data collected through interviews and direct observation at the site. The primary data consisted of interview transcripts, which provided qualitative information about respondents' experiences and perspectives, as well as detailed field notes on daily business practices and on-site operational conditions. In addition to the primary data, secondary data was collected through internal documentation from UD. Keripik Singkong Cap Lumba-Lumba, including the company profile, employee data for 2024, and monthly operational records. This approach aims to provide an in-depth understanding of the implementation of the Business Model Canvas (BMC) at UD. Keripik Singkong Cap Lumba-Lumba, with the goal of designing effective and sustainable alternative business strategies.
The qualitative data analysis is conducted using classification, reduction, and presentation techniques. The first step in the data analysis process involves collecting data through interviews and observations to provide an initial description of the research object. Data reduction involves selecting key elements and identifying significant

patterns or themes. The reduced data is then presented as a detailed narrative, enabling the researcher to provide a comprehensive description of the analysis results. Furthermore, based on these results, the researchers draw conclusions related to the nine elements of the BMC, which inform the design of an improved business model for UD. Keripik Singkong Cap Lumba-Lumba.

III. Results

The results of interviews with various informants at UD. Keripik Singkong Cap Lumba-Lumba and direct observations at the company reveal that UD. Keripik Singkong Cap Lumba-Lumba employs a mixed strategy, with product quality and taste serving as the primary foundations of its business. After collecting data from company informants, the raw data is grouped and mapped according to the BMC elements as follows:

A. Customer Segment

UD. Cap Lumba-Lumba Cassava Chips is a typical food product from Turen, known for its savory and sweet taste, making it appealing to a wide range of consumers. As a regional specialty, these cassava chips have gained significant consumer interest, and many have become retailers due to their popularity. In this case, UD. Cap Lumba-Lumba Cassava Chips employs both Business to Business (B2B) and Business to Customer (B2C) models to differentiate customer types. Several large companies, such as Indomaret and Transmart, serve as retailers for this product.

B. Value Proposition

They use the finest raw materials to ensure the delicious flavor of their cassava chips, which are produced in order to maintain freshness. Product stock in the warehouse is kept for no more than three days to ensure that quality is preserved when it reaches the consumer. The product is available in two sizes, 200 grams and 500 grams, offering flexibility for consumers. Their pricing strategy reflects a commitment to maintaining strong relationships with existing retailers by offering competitive prices, thereby strengthening retailer loyalty to UD. Cap Lumba-Lumba Cassava Chips.

C. Channels

UD. Keripik Singkong Cap Lumba-Lumba utilizes both online and offline channels for product marketing. Its online presence primarily relies on Instagram, although activity is limited due to infrequent posts. Offline marketing strategies include the use of banners and a central store located at a rest area near the factory, which serves direct customers. The majority of sales are managed through retailer agents.

D. Customer Relationship

Customer relationship at UD. Keripik Singkong Cap Lumba-Lumba are maintained through various channels. The company primarily uses the WhatsApp application to communicate with retailers and loyal customers, ensuring accessibility and personalized interaction. Each product package includes the company’s contact information to facilitate customer engagement. Additionally, the rest area near the company's premises functions as a convenient location where customers can relax and purchase products comfortably.

E. Revenue Stream

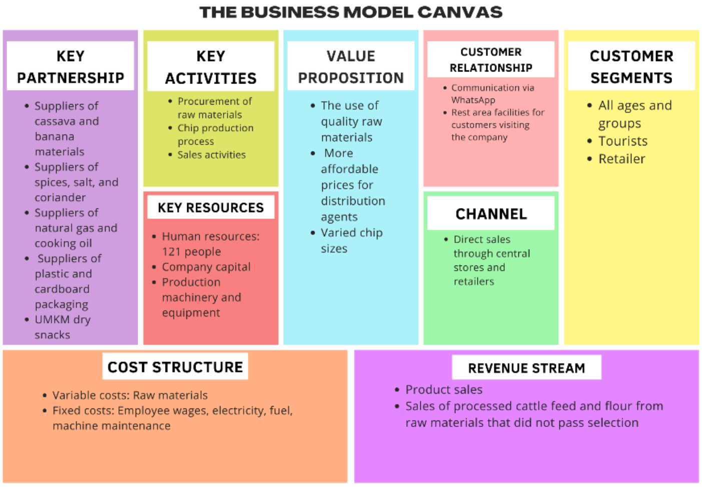
The primary revenue stream at UD. Keripik Singkong Cap Lumba-Lumba is derived from product sales through both offline and online retailers, as well as direct-to-consumer sales. Additionally, the company generates income from selling processed cow feed and flour produced from raw materials that fail to meet the quality standards for cassava chips production and cannot be returned to suppliers.

F. Key Resources

UD. Keripik Singkong Cap Lumba-Lumba operates with essential physical assets, including production equipment, office facilities, central stores, and delivery vehicles. Its operations are supported by 121 skilled local employees who contribute to the consistent production of high-quality cassava chips. Founded in 2001 with an initial capital of IDR 1,000,000, the company initially operated on borrowed production equipment. In 2005, it established its own factory with a capital investment of IDR 50,000,000. At present, UD. Keripik Singkong Cap Lumba-Lumba records a monthly turnover of approximately IDR 600,000,000.

G. Key Activities

Key activities at UD. Keripik Singkong Cap Lumba-Lumba include production, raw material procurement, and sales. Raw materials are sourced from suppliers who deliver to the factory upon request, with payments made via bank transfer upon delivery. The production process includes peeling, frying, seasoning, and packaging cassava chips in 200-gram and 500-gram portions. Sales are conducted through deliveries to retailers using company-owned pickup vehicles and through direct sales to consumers at the central store.



Source: Data Collected

Fig. 1. The Business Model Canvas

H. Key Partnership

UD. Keripik Singkong Cap Lumba-Lumba collaborates with a network of ten suppliers: three for cassava, five for bananas, one for natural gas, and one for packaging materials. These partnerships support consistent production by ensuring the supply of high-quality raw materials, reliable energy sources, and adequate packaging. Additionally, the company collaborates with MSMEs to supply various dry snacks, including rambak, jackfruit chips, wafer rolls, and pastels. These partnerships are governed by formal agreements, with the MSME products packaged under the UD. Keripik Singkong Cap Lumba-Lumba brand.

I. Cost Structure

Table 1. Expenses UD. Kripik Singkong Cap Lumba-Lumba April 2024

Expenses UD. Kripik Singkong Cap Lumba-Lumba April 2024

Name of goods	The amount of goods	Amount of Expenditure	%
Variable Costs = 86,87%			
Cassava	37.530 kg	105.086.500	19,76
Banana	13.890 kg	72.380.500	13,61
Salt	18 bal / 180 kg	1.314.000	0,25
MSG	50 kg	1.750.000	0,33
Sugar	2.700 kg	44.625.000	8,39
Cooking Oil	9.000 liter	142.987.500	26,89
Gas		42.797.100	8,05
Onion	180 kg	6.000.000	1,13
coriander	25 kg	500.000	0,09
Cardboard Packaging		33.068.565	6,22
Plastic Packaging		11.343.750	2,13
Fixed cost =13,13%			
Electricity and Wifi Costs		11.925.500	2,24
Employee Salary Costs		55.956.500	10,52
Fuel Costs		750.000	0,14
Machine maintenance costs		1.200.000	0,23
Total		531.684.915	100

Source : Data Processed (2024)

According to the operating cost expense table, UD. Keripik Singkong Cap Lumba-Lumba's cost structure consists of both variable and fixed costs. Variable costs account for 86.67% of total expenses, primarily driven by significant spending on cooking oil, which amounts to nearly IDR 143 million. Fixed costs constitute 13.13% of total expenses, with the largest portion allocated to employee salaries, amounting to nearly IDR 60 million. The total operating costs of IDR 531 million represent 53.17% of a turnover of IDR 1 billion, indicating that the company maintains a healthy profit margin. However, further optimization of variable costs and efficient management of fixed costs would enhance profitability and support long-term financial stability. This strategic approach seeks to minimize expenditures and strengthen overall financial performance. In principle, the Business Model Canvas (BMC) method is applied to sequentially address the nine key elements, based on the analysis of UD. Keripik Singkong Cap Lumba-Lumba's products, and is subsequently mapped onto the business model canvas.

SWOT factor analysis is essential for re-evaluating the Business Model Canvas (BMC). The results offer a comprehensive overview of the company's strengths, weaknesses, opportunities, and threats, which are then analyzed using a SWOT matrix. The following presents the results of the SWOT factor analysis:

Table 2. Analysis of SWOT Factors Based on the Nine Elements of BMC

Elemen BMC	Strength	Weakness	Opportunity	Threats
Segmen Customer (SC)	• Products can be consumed by all people • Ability to reach a wider market through retailers	• Differences in needs and expectations between individual customers and retailer can lead to challenges in service. • Reliance on retailers can reduce control over sales	• Improve individual services with better personalization • Expanding marketing to all over Indonesia through retailers.	• Changes in consumer preferences towards healthier or different snack products. • Competition from competitors who offer better services or prices.
. Value Proposition (VP)	• Product quality chat that is able to build customer reputation and loyalty • Special prices for retailer can increase sales	• The cost of sacrifice for quality is relatively expensive. • Products are easy to replicate	• Packaging can be upgraded to avoid competitor plagiarism • Attract more retailers because of the brand name and special prices offered	• The price of the product is quite expensive, making some buyers choose other products. • Many competitors are plagiarizing products at a lower price.
. Channels (CH)	• Diverse distribution channels ensure products can be	• There is no special price for the central store causing	• Website creation and other active social media as well as	• Bad retailer performance can damage brand reputation.

	inquired by various market segments. • Central stores and rest areas provide customers with a direct shopping experience.	customers to choose to buy at other stores. • Changes in consumer behavior to shop online may reduce the frequency of central store sales	influencer endorsements are needed to reach a wider market. • Create promos or events in central stores to attract customers.	• The large number of customer requests leads to a shortage of raw materials
. Customer Relationship (CR)	• Online communication facilitates quick and responsive interaction with customers	• The decision not to hold in-person gatherings may reduce the opportunity to build a deeper personal relationship with the retailers.	• Using social media analytics to understand customer needs and preferences	• Economic fluctuations can affect customer purchasing power
. Arus Penerimaan (RS)	• The use of raw materials that do not pass the selection adds value and reduces waste	• Sales of waste products have lower margins	• Improve the efficiency of production and handling of tub materials • Target new markets with unique product preparations	• Fluctuations in raw material prices can affect profitability. • Customers who are not loyal and do not return again.
Key Resources (KR)	• The equipment used is able to meet customer demand. • Well-trained and competent human resources support effective business operations.	• Almost all production processes still rely on human resources, which leads to low production efficiency. • Scarcity of raw materials or low sales can cause factories to close.	• Investments in technology to improve plant efficiency • Develop programs and training to improve HR skills.	• Increase in factory and store operating costs. • Replacement or loss of human resources has an impact on operations.
Key Activities (KA)	• Produce high quality cassava chips that are well known and trusted by consumers. • Work with reliable and consistent raw material suppliers. • Own delivery fleet to ensure products reach customers	• Production activities are easy to replicate • - Some production equipment is still simple • Dependence on raw material suppliers can be problematic in the event of supply disruptions.	• Develop new product variants to attract more customers. • Adopt new technologies to improve quality and efficiency.	• Changes in cassava prices can affect production costs and profit margins. • Competition from companies using more advanced production technology.
Key Partners (KP)	• Strong suppliers ensure the stability of raw materials. • Resellers help expand market reach.	• Dependence on suppliers can be a risk in the event of supply disruptions	• Establish new partnerships or utilize own land as an alternative in case of supply disruptions. • Collaboration with other companies for product innovation • Collaborate with culinary MSMEs to improve facilities and services at the Dolphin Rest Area.	• Instability of raw material prices from suppliers. • If the relationship is disrupted, the opportunity to expand the market will be hindered.
Cost Structure (CS)	• Effective cost control can improve profitability. • The supply of raw materials directly from farmers has a positive impact in terms of price and freshness.	• An increase in raw material costs can affect profit margins	• Invest in automation to reduce labor costs • Marketing expenses, such as endorsements, are needed to increase visits to the factory and the central store. • Fee income from rental fees for culinary UMKMs in the rest area	• Unpredictable fluctuations in raw material prices • Increase in employee wages or other operating costs.

Source: Data processed (2024)

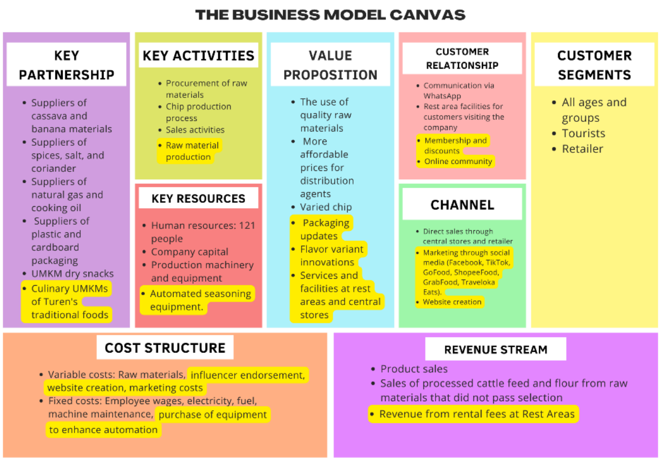
Following the SWOT factor analysis, the next step is to utilize the SWOT matrix to formulate business strategies that inform the development of a revised BMC for implementation at UD. Keripik Singkong Cap Lumba-Lumba.

Table 3. SWOT Analysis Matrix

Internal / Eksternal	Strength (S)	Weakness (W)
	1. The role of retailers is to expand market reach and increase sales. (SC, VP, CH, KP) 2. Prioritize the quality of raw materials to maintain product quality (VP, KA, CS)	1. There is no special price at the central store, making consumers choose to buy at the nearest store. (SC, CH) 2. Simple production process that is easy to replicate and still relies on human resources. (VP, KR, KA)
Opportunities (O)	**Strength Opportunities (S-O)**	**Weakness Opportunities (W-O)**
1. Use of free and paid social media and websites (CH, CR, CS) 2. Improved efficiency of production and processing of raw materials through investment in technology and automation (CR, RS, KR, KA)	1. Create a website and social media to attract a wider market reach. (S1, O1) 2. Use of the latest technology to improve product efficiency and achieve more consistent product quality. (O2, S2)	1. Promotion and active social media to attract visits to the center store and rest area. (W1, O1) 2. Creation of new packaging to avoid competitor's plagiarism (W2, O2)
Threats (T)	**Strength Threats (S-T)**	**Weakness Opportunities (W-T)**
1. No innovation causes customers to get bored quickly (SC) 2. Fluctuations in raw material prices and increases in operating costs (CH, RS, KR, KA, KP, CS) 3. Potential loss of customers due to competition from competitors who offer better services or prices. (SC, VP, CR, RS)	1. Utilize vacant land for planting raw materials in accordance with the standardization used, to reduce operational costs (T2, S2) 2. Create communities or activities for retailers and loyal consumers, in order to improve customer relations. (T1, S1)	1. Organizing membership or special discounts to customers (W1, T3) 2. Improved facility services at the central dolphin rest area as a place to rest and collaborate with surrounding MSME culinary. (T1, W1) 3. Flavor innovation through employee training (T1, W2)

Source: Data processed (2024)

The results of the SWOT analysis matrix are then mapped onto an alternative canvas to develop a revised Business Model Canvas (BMC) applicable to Ayakh Ugan. Not all BMC elements require additional strategies derived from the SWOT matrix; only those identified as priorities for immediate action are addressed. The formulation of new business strategies results from integrating the SWOT analysis with the nine elements of the BMC.



Note : Yellow= create

Source: Data processed (2024)

Fig. 2. New Strategy Mapping Canvas Model on UD. Keripik Singkong Cap Lumba-Lumba

IV. Conclusion

Based on research conducted at UD. Keripik Singkong Cap Lumba-Lumba, the company places a strong emphasis on product quality and collaborates with major retailers such as Indomaret and Transmart for distribution. The company utilizes both retail outlets and a central store located near its factory, although its digital marketing efforts—particularly on Instagram—remain an area for improvement. Production is order-based to ensure product freshness, and operational costs are managed efficiently.

The current Business Model Canvas (BMC) incorporates customer segments (individual consumers and retailers), value propositions (emphasizing quality and freshness through made-to-order production), distribution channels (central stores and retail partners), and revenue streams (primarily from product sales and related items). Key resources comprise production facilities and human capital, while core activities encompass the entire production process. Strategic partnerships with suppliers play a critical role, and the cost structure—comprising both variable and fixed costs—is subject to ongoing optimization efforts.

The SWOT analysis identifies strengths in retail partnerships and the use of high-quality raw materials; weaknesses in inconsistent pricing and dependence on manual processes; opportunities in enhancing digital marketing and improving operational efficiency, and threats arising from market stagnation and increasing competition. Strategic BMC mapping integrates these insights to strengthen value propositions, distribution channels, customer relationships, revenue streams, key resources, core activities, partnerships, and cost structures, thereby fostering a robust business strategy aligned with the company's core strengths.

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