

Analysis of Strategy Planning Using The Business Model Canvas (BMC) at CV Nur Khairunnisa in Makassar

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Abstrak

Tujuan dari temuan ialah mengkaji perencanaan strategis pada CV Nur Khairunnisa di Makassar dengan menggunakan teknik business model canvas (BMC). Pendekatan kualitatif adalah metodologi yang digunakan dalam penelitian ini. Analisis deskriptif dan analisis ketiga fase perumusan strategi membentuk analisis data. Business Model Canvas (BMC) dan analisis SWOT merupakan teknik analisis yang digunakan dalam penelitian ini untuk menetapkan elemen internal dan eksternal setiap blok di BMC. Alat-alat ini digunakan untuk merancang strategi. Toko retail berada pada posisi agresif yang dibuktikan dengan temuan analisis SWOT yang dilakukan terhadap CV Nur Khairunnisa. Ia berada pada posisi internal terkuat. Rencana pengembangan bisnis dilaksanakan dengan memanfaatkan teknik analisis SWOT dan business model canvas (BMC) untuk menggunakan seluruh kekuatan yang ada dan memanfaatkan kemungkinan-kemungkinan yang ada saat ini. Teknik business model canvas (BMC) digunakan untuk menyusun rencana pengembangan bisnis, dan telah diterapkan dengan cukup baik. Namun demikian, berdasarkan analisis SWOT, desain kanvas model bisnis menggabungkan sejumlah rekomendasi strategi baru untuk setiap komponen yang ada. Penciptaan sumber daya penting, penambahan struktur harga, dan undangan klien untuk menjadi dropshipper atau reseller sebagai interaksi dan saluran pelanggan yang penting untuk meningkatkan aliran pendapatan adalah beberapa teknik yang disarankan untuk komponen ini.

Kata Kunci: Analisis SWOT, Kanvas Model Bisnis (BMC)

Abstract

The purpose of this study is to examine strategic planning at CV Nur Khairunnisa in Makassar utilizing the business model canvas (BMC) technique. A qualitative approach is the methodology employed in this study. Descriptive analysis and analysis of the three phases of strategy formulation make up data analysis. The Business Model Canvas (BMC) and SWOT analysis are the analytical techniques utilized in this research to establish the internal and external elements for each block on the BMC. These tools are used to design strategies. The retail shop is in an aggressive position, as evidenced by the findings of the SWOT analysis conducted on the CV Nur Khairunnisa. It is in the strongest internal position. The business development plan is implemented by utilizing SWOT and the business model canvas (BMC) analytical technique to use all available strengths and seize current possibilities. The business model canvas (BMC) technique was used to build the business development plan, and it

has been implemented rather well. Nevertheless, following a SWOT analysis, the business model canvas design incorporates a number of new strategy recommendations for every component that is now in place. The creation of essential resources, the addition of pricing structures, and the invitation of clients to become dropshippers or resellers as crucial customer interactions and channels to boost income streams are some suggested techniques for these components.

Keywords: SWOT Analysis, Business Model Canvas (BMC)

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1. PENDAHULUAN

Business in Indonesia is currently growing, as evidenced by the complexity of competition, change and uncertainty in the business world. This requires companies to pay more attention to the surrounding environment in order to maintain their existence. A business is an entity that generates revenue by offering products or services (Kotler and Keller, 2014). Owners start and grow businesses in order to maximize revenues and boost their personal wealth. The retail sector is impacted by developments in the corporate world. As the last link in a distribution chain, the retail sector plays a significant role in the movement of products. A product can interact directly with its consumers through retail. Here, the retail sector is described as one that offers goods and services that have been introduced to cater to the demands of end users, families, groups, or individuals.

One of the retail businesses that is the object of this research is CV Nur Khairunnisa which operates in the retail sector of school uniforms, stationery and embroidery. The problem that occurs in the marketing and sales process of CV Nur Khairunnisa is that it still uses a conventional system, where customers who want to buy products must directly visit the shop. This has an indirect impact on sales and income growth at this retail store, because in this digital era, many customers want to buy online. This is inseparable from the demands of people who want everything to be practical, fast and save time, and comfortable. This condition is driven by the increasing popularity of various new businesses which open up opportunities for the emergence of retail businesses, both large and small retailers. The following is school uniform sales data from CV Nur Khairunnisa.

Table 1. CV Nur Khairunnisa School Uniform Sales Data 2020-2021

Product	Year	
	2020	2021
Elementary School	5997	11510
Junior High School	3342	4993
Senior High School	2400	3336

Source: CV Nur Khairunnisa 2020-2021

From the data, it can be seen that sales of school uniforms have increased from 2020 to 2021. In the digital era of Industry 4.0, business development has become increasingly rapid, causing greater opportunities and threats. Companies and company owners must evolve by coming up with new tactics in order to compete in the market. By putting the appropriate plan into practice, a business may create value and boost sales and profits (Pratini and Ito, 2022).

In addition, there is competition across retail enterprises due to the abundance of retail establishments offering same items. Since consumers are now more discerning and picky when it comes to things like price, comfort, cleanliness, and product quality, businesses have been compelled to create successful marketing plans to draw in customers and adapt to current trends in order to stay ahead of the competition and outperform them.

Planning company strategy involves a lot of work with marketing and business models. A business model is a way of conducting business that enables an organization to make money in order to continue operating (Warnanintyas, 2020). A business model is a company's interpretation of creating, delivering and providing control over a value within the company and how money can be generated within it (Osterwalder, 2010). A business model is similar to a blueprint for strategies that will be put into practice through organizational structures, procedures, and systems, claim Osterwalder & Pigneur (2010). A company can gain by applying the appropriate business model in a number of ways, including increased profitability and competitiveness. By using the appropriate strategy model, entrepreneurs may strengthen their company's position in the market and make it wider.

The Business Model Canvas (BMC) is a tool used in the process of creating business models. According to Osterwalder and Pigneur (2017), the Business Model Canvas is a tool that helps entrepreneurs comprehend a company's business strategy in a clear and thorough manner. The Business Model Canvas (BMC) is a tool that businesspeople may use to better understand certain aspects of their present business model. This allows organizations to identify their competitive advantages and choose the best course of action. The nine essential components of a business customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure must be included on the Business Model Canvas in order to characterize a company (Osterwalder & Pigneur, 2012).

LITARATURE REVIEW

Strategy

As a tool for goal achievement, strategy must continue to evolve, and various people have varied definitions of what it means to be a strategy. In the realm of business, strategy is vital to realizing the company's vision and purpose as well as achieving short- and long-term aims and objectives. Hamel and Prahalad (2019) define strategy as a course of action that is conducted gradually and sustainably in response to future consumer expectations. According to Rangkuti (2015), strategy is a thorough

master plan that outlines how an organization will accomplish all of its goals in accordance with its previously established mission.

Strategy Management

Managers use strategic management to connect the dots between choices and activities that lead to the creation and execution of plans aimed at achieving organizational objectives. Pearce II and Robinson Jr. (2008) define strategic management as a set of choices and activities that come from formulae and the execution of plans intended to accomplish business objectives. Strategic management, in the words of David (2011), is the art and science of developing, putting into practice, and assessing cross-functional choices that help a company reach its objectives. Drawing from the aforementioned definitions, it can be inferred that strategic management refers to the managerial choices and actions taken by upper management in order to accomplish organizational objectives, encompassing the development, execution, and assessment of the strategic plans.

Business Model Canvas (BMC)

Business organizations and aspiring entrepreneurs can categorize and assess corporate business models with the use of the Business Model Canvas (BMC), a picture that describes, visualizes, evaluates, and modifies business models (Osterwalder and Pigneur, 2019). The Business Model Canvas (BMC) is a tool designed to capture all the elements required to characterize a business roadmap or business implementation guide map. These elements include customer, market flow, and financial planning concerns. In this business method, business people are forced to create business ideas on a piece of paper so they can describe the business, find business weaknesses, and test strategies (Whulandari, 2020).

The business model canvas is a straightforward framework with nine key components that are necessary for starting and growing a firm (Osterwalder & Pigneur, 2017).

1. Customer segments are various groupings of individuals or entities who strive to achieve the same goals as the firm.
2. The Value Proposition is the driving force behind customers switching between businesses. Every value comprises specific goods and services that are catered to particular clientele groups; they might be advantages or solutions that the business offers to its clients.
3. Businesses can employ channels, or media, to reach customers with solutions. According to Warningningtyas (2020), customer relationships refer to the many kinds of connections that businesses establish with particular consumer groups.
4. If customers are the foundation of the business model, revenue streams are the lifeblood.
5. Revenue streams explain the cash the company generates from each client group (costs must be subtracted from revenue to make profits).

6. The term "Key Resources" refers to the most crucial elements required for a business model to work, which help an organization reach markets, develop client connections, create and provide value propositions, and make money.
7. The most crucial tasks that a firm must complete in order for its business model to succeed are known as key activities. In a different context, a company's key activities are the tasks necessary to develop a business model.
8. A cooperation agreement between two or more businesses to precisely finish a certain project jointly by coordinating the necessary skills, resources, or activities is known as a key partnership.
9. All expenses incurred by the business that are necessary to run the business model are included in the cost structure.

SWOT Analysis

The SWOT analysis is a useful technique for determining several aspects while developing a company's strategy. The next phase of strategic management is called SWOT analysis. Through external analysis, the business may determine which opportunities and threats have the most potential to impact it. The process of methodically identifying different elements to create a business plan that maximizes chances and strengths while minimizing threats and weaknesses is known as a SWOT analysis (Rangkuti, 2018).

METODOLOGI

A qualitative approach is the methodology employed in this study. In qualitative research, the researcher serves as the instrument in scientific settings (experiments). The focus of qualitative data collecting and analysis approaches is primarily on meaning (Sugiyono, 2019). Qualitative research methods are grounded in philosophy. Qualitative descriptive research is the research type that is employed. According to Sekaran and Bougie (2017), qualitative research is defined as research that is communicated verbally and is derived from observation, in-depth interview answers, questionnaire responses with open-ended questions, and information gathered from a variety of online sources.

Descriptive analysis and a three-phase study of strategy formulations make up data analysis. The Business Model Canvas (BMC) and SWOT analysis are the analytical techniques utilized in this research to discover the internal and external components of each block on the BMC. These tools are used to design strategies. The IFE matrix, EFE matrix, and SWOT matrix are then analyzed in order to determine the new business model canvas (BMC).

HASIL DAN PEMBAHASAN

Identify CV Nur Khairunnisa's Business Model Canvas (BMC) Elements

CV Nur Khairunnisa is a retail shop that provides school, office and other needs, such as school uniforms, office uniforms, embroidery, stationery and others. The products sold are retail products. Identifying elements of the Business Model Canvas (BMC) is the first stage in formulating strategic planning for CV Nur Khairunnisa's Retail Business. Customer Segment, Value Proposition, Channel, Customer

Relationship, Revenue Stream, Key Resources, Key Activities, Key Partnership, and Cost Structure are the nine primary aspects covered by the Business Model Canvas (BMC). Here is a summary of CV Nur Khairunnisa's current business model.

1. Customer Segments. From the results of observations and interviews, geographically the majority of customer segments live around the retail shop, students, school children and employees, considering that this shop is located close to the Hasanuddin University campus, several schools, and several government and private offices.
2. Value Proposition offered by the CV Nur Khairunnisa retail store is access and comfort, product completeness, affordable prices, good product quality. The value proposition provided by the CV Nur Khairunnisa retail store aims to provide good benefits to consumers so that they can feel satisfied and their needs can also be met and they can become loyal consumers to the retail store.
3. Channels. From the results of observations and interviews, the marketing carried out by the CV Nur Khairunnisa retail store is by having a physical store and passing on a product with word of mouth marketing promotions from one customer to another and also relying on marketplaces such as social media for promotion.
4. Customer Relationships. Maintaining good relationships with customers is a must. From the results of observations and interviews, the CV Nur Khairunnisa retail store builds relationships with customers so that they remain loyal customers and return to buy their products by paying attention to each customer's complaints, giving rewards to customers in the form of discounts, and communicating well with customers to maintain a positive image of the store .
5. Revenue Streams. The income stream for CV Nur Khairunnisa retail stores is in the form of product sales. The buying and selling transaction process at this retail store uses cash and non-cash payments.
6. Key Resource. CV Nur Khairunnisa's retail store resources are store employees. and physical resources in the form of shop buildings, facilities such as computers to support shop activities, embroidery machines and sewing machines for the production of school clothes.
7. Key Activities Activities in CV Nur Khairunnisa's retail store business include managing and selling products which includes purchasing stock from distributors, checking incoming goods, storing goods in the store, entering product data into computers, labeling each product, marketing products, serving customer transactions. which takes place in stores, establishing good relationships with customers and distributors, as well as managing finances.
8. Key Partnerships. From the results of observations and interviews, the Nur Khairunnisa retail store has established cooperative relationships with school uniform convections and several distributors, such as office uniform distributors, school and office equipment distributors and school partners.

9. Cost Structure. Costs that are very important in this business are operational costs, fixed costs such as employee salaries, rental costs, expedition shipping costs, and costs for purchasing products from distributors, for example when product stock starts to run out and the shop owner immediately adds product stock so that customer needs continue to be met. , in the transaction process, a computer system is used so that whatever products will be purchased will be immediately visible, there is no need to check the products one by one.

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none">• School clothing convection• Office uniform distributor• ATK Distributor• School partners	<ul style="list-style-type: none">• Product management and sales	<ul style="list-style-type: none">• Store access and convenience• Product completeness• Affordable prices• Good product quality	<ul style="list-style-type: none">• Direct service	<ul style="list-style-type: none">• Student• School children• Employee
	Key Resources		Channels	
	<ul style="list-style-type: none">• Shop building• Store employees• Shop facilities (embroidery machines and sewing machines)		<ul style="list-style-type: none">• Physical store• Word of mouth marketing• Social media	
Cost Structures		Revenue Streams		
<ul style="list-style-type: none">• Operating costs• Fixed costs such as employee salaries,• Rental costs• Expedition shipping costs• Costs of purchasing products from distributors		<ul style="list-style-type: none">• Product Sale		

SWOT Analysis of BMC Elements

Based on identification and analysis, the SWOT analysis of the canvas model at the CV Nur Khairunnisa retail store is as follows.

Table 2. SWOT Analysis of CV Nur Khairunnisa Retail Store Canvas Model

Aspect	Strenght (S)	Weakness (W)	Opportunity (O)	Threath (T)
Customer Segment	- Segmented market	- Inadequate parking location	- Increase in the number of customers every year	- Alternativ e shopping options - Customers are starting

			- Potential of the Tamalanrea area and surrounding areas	to turn to e-commerce media for shopping
Value Proposition	<ul style="list-style-type: none"> - Product diversity - Product quality and price are good 	<ul style="list-style-type: none"> - Inconvenient shop location 	<ul style="list-style-type: none"> - Technology can help increase sales 	<ul style="list-style-type: none"> - Prices of goods from distributors increase
Channel	<ul style="list-style-type: none"> - Affordable shop location - Shopping experience 	<ul style="list-style-type: none"> - Lack of promotion - Do not yet have human resources who are experts in the digital field 	<ul style="list-style-type: none"> - Sales margin - Channel effectiveness and efficiency 	<ul style="list-style-type: none"> - Competitor channels are better
Customer Relationship	<ul style="list-style-type: none"> - Good service and communication 	<ul style="list-style-type: none"> - Special delivery assistance 	<ul style="list-style-type: none"> - Have many customers - Relationship with the community 	<ul style="list-style-type: none"> - Customers switch to other competitors
Revenue Stream	<ul style="list-style-type: none"> - Repeat purchases - Predicted sales - Sustainable income 	<ul style="list-style-type: none"> - Small margins and economies of scale 	<ul style="list-style-type: none"> - Development of income streams 	<ul style="list-style-type: none"> - Depends on one income stream
Key Resources	<ul style="list-style-type: none"> - Store concept and facilities according to segment 	<ul style="list-style-type: none"> - Resource development 	<ul style="list-style-type: none"> - Collaboration with business partners - Collaboration with convection sewing workers 	<ul style="list-style-type: none"> - Limited resources
Key Activities	<ul style="list-style-type: none"> - Production of own school clothes - Customer and buyer cooperation 	<ul style="list-style-type: none"> - Internal employee conflicts - Employee training 	<ul style="list-style-type: none"> - Business processes according to SOP - Development of digital technology 	<ul style="list-style-type: none"> - Influenced by business partners

Key Partnership	<ul style="list-style-type: none"> - Product innovation collaboration - Collaboration with business partners and convection workers dan tenaga konveksi 	<ul style="list-style-type: none"> - Product quality from distributors is not consistent 	<ul style="list-style-type: none"> - Business partner benefits - Business partners complete the value proposition 	<ul style="list-style-type: none"> - Business partners collaborate with competitors
Cost Structure	<ul style="list-style-type: none"> - Predictable expenses - Purchase appropriate goods 	<ul style="list-style-type: none"> - The cost structure is not appropriate 	<ul style="list-style-type: none"> - Operational cost efficiency - Optimization of purchasing goods 	<ul style="list-style-type: none"> - Cannot reduce costs

Internal Factors Analysis Summary (IFAS) Matrix

An analytical technique that summarizes internal circumstances to identify a company's strengths and shortcomings is the Internal Factor Analysis Summary (IFAS) matrix. To establish these internal strategic components in the Strengths and Weakness framework for CV Nur Khairunnisa's retail store growth plan, an IFAS (Internal Strategic components Analysis Summary) table was created.

Table 3 IFAS Matrix for CV Nur Khairunnisa Retail Stores

No.	Internal Factor Analysis Summary (IFAS)	Bobot	Rating	Jumlah
Strenght				
1	The market is segmented	0,07	4	0,28
2	Product diversity, product quality and prices are good	0,08	4	0,32
3	Affordable store location and a pleasant shopping experience	0,06	3	0,18
4	Good service and communication	0,08	3	0,24
5	Repeat purchases and predictable sales	0,06	3	0,18
6	Produce your own school uniforms	0,07	4	0,28
7	Collaboration between customers and buyers	0,05	4	0,2
8	Collaboration with business partners and convection personnel in developing product innovation	0,05	3	0,15
9	Predictable expenses and purchasing appropriate goods	0,04	3	0,12
Total Score (Strength)		0,56		1,95
Weakness				

1	The shop location is less convenient if there is a surge in customers and the parking area is inadequate	0,06	3	0,18
2	Lack of promotion both online and offline	0,05	2	0,1
3	Assistance in delivering goods to customers	0,05	3	0,15
4	Small margins and economies of scale	0,05	3	0,15
5	Resource development is still lacking, such as employee training.	0,06	3	0,18
6	Internal employee conflict	0,04	2	0,08
7	The quality of products from distributors is not consistent	0,06	3	0,18
8	The fee structure is not appropriate	0,07	3	0,21
Total Score (Weaknesses)		0,44		1,23
Total		1,00		3,18

The overall strength and weakness score, as indicated by the IFAS matrix table, is 3.18. This indicates that CV Nur Khairunnisa's retail store growth is best positioned internally to capitalize on its advantages and get over its current setbacks. 1.95 is the strength score. The weakness score, meanwhile, is 1.23. This demonstrates that the retail outlet CV Nur Khairunnisa has more strengths than disadvantages.

External Factor Analysis Summary (EFAS) Matrix

External Factor Analysis Summary (EFAS) Matrix is an analysis tool that describes the company's external conditions to be able to determine the opportunity and threat factors possessed by the CV Nur Khairunnisa retail store.

Table 4. EFAS Matrix for CV Nur Khairunnisa Retail Stores

No.	Eksternal Factor Analysis Summary (EFAS)	Bobot	Rating	Jumlah
<i>Opportunity</i>				
1	Increasing number of customers each year and potential store locations	0,07	4	0,28
2	Information technology that can help increase sales	0,08	3	0,24
3	Effectiveness and efficiency of channels owned by retail stores	0,06	3	0,18
4	Have many customers and relationships with good communities / organizations	0,07	4	0,28
5	Development of income streams	0,06	3	0,18
6	Collaboration with business partners and convection sewing workers	0,06	3	0,18
7	Business processes in accordance with procedures and SOPs	0,04	3	0,12

8	Business partners complete the value proposition	0,06	3	0,18
9	Efficiency of operational costs and optimization of product purchases	0,05	3	0,15
Total Score (Opportunity)		0,55		1,79
Threath				
1	Customers are starting to turn to e-commerce media for shopping	0,07	3	0,21
2	Prices for goods from distributors increase	0,05	3	0,15
3	Competitor Channels are better	0,04	3	0,12
4	Customers switch to other competitors	0,04	2	0,08
5	Stores still depend on one revenue stream	0,05	3	0,15
6	Limited resources	0,06	3	0,18
7	Influenced by business partners	0,04	2	0,08
8	Business partners collaborate with competitors	0,04	2	0,08
9	Can't keep costs down	0,06	3	0,18
Total Score (Threats)		0,45		1,23
Total		1,00		3,02

The EFAS matrix table shows a total opportunity and threat score of 3.02. This shows that CV Nur Khairunnisa's retail store development strategy is also in the strongest internal position in exploiting existing opportunities and overcoming threats.

DISCUSSION

SWOT Matrix

The CV Nur Khairunnisa retail shop business strategy's opportunities, threats, and strengths and weaknesses are described in the SWOT matrix. Combination strategies of S-O (Strength-Opportunity), S-T (Strength-Threats), W-O (Weakness-Opportunities), and W-T (Weakness-Threats) are found in the SWOT matrix. After determining the fundamental strategy based on strengths, weaknesses, opportunities, and threats, the following alternate strategies can be developed.

Table 5. CV Nur Khairunnisa Retail Store SWOT Matrix

	Strenght	Weakness
	<ol style="list-style-type: none"> 1. The market is segmented 2. Product diversity, good product quality and price 3. Affordable store location and a pleasant 	<ol style="list-style-type: none"> 1. The location of the shop is less convenient if there is a surge in customers and the parking area is inadequate 2. Lack of promotion

	<p>shopping experience</p> <ol style="list-style-type: none"> 4. Good service and communication 5. Repeat purchases and predictable sales 6. Produce your own school uniforms 7. Cooperation between customers and buyers 8. Collaboration with business partners and convection personnel in developing product innovation 9. Predictable expenses and purchasing appropriate goods 	<p>both online and offline</p> <ol style="list-style-type: none"> 3. Assistance in delivering goods to customers 4. Small margins and economies of scale 5. Resource development is still lacking, such as employee training. 6. Internal employee conflicts 7. Product quality from distributors is not consistent 8. The cost structure is not appropriate
<p>Opportunity)\</p> <ol style="list-style-type: none"> 1. Increase in the number of customers every year and potential store locations 2. Information technology that can help increase sales 3. Effectiveness and efficiency of channels owned by retail stores 4. Have lots of customers and good relationships with the community/organization 	<p>S-O</p> <ol style="list-style-type: none"> 1. Develop retail stores by adding product variations 2. Providing an online shopping site or market place to make it easier for customers 3. Providing facilities to customers such as returns, product safety and quality, product delivery to customers. 	<p>W-O</p> <ol style="list-style-type: none"> 1. Rearrangement of the shop area, so that it looks free and comfortable 2. Add employees when the store is experiencing a surge in customers 3. Increase promotions by utilizing social media 4. Added shop facilities

5. Development of income streams 6. Collaboration with business partners and convection sewing workers 7. Business processes that comply with procedures and SOPs 8. Business partners complete the value proposition 9. Efficiency of operational costs and optimization of product purchase	4. Maintain customer trust	
Threat 1. Customers are starting to turn to e-commerce media for shopping 2. Prices of goods from distributors increase 3. Competitor Channels are better 4. Customers switch to other competitors 5. Stores still depend on one revenue stream 6. Limited resources 7. Influenced by business partners 8. Business partners collaborate with competitors 9. Unable to reduce costs	S-T 1. Present a variety of products that customers are interested in 2. Maintain product quality 3. Provide appropriate prices 4. Provide facilities such as customer discounts, reward points, easy payments and good store service	W-T 1. Improve management capabilities 2. Expand marketing by collaborating with third parties 3. 3. Anticipate increases in raw material prices 4. 4. Maintain product capacity so that product availability is maintained

Based on the results of the SOT matrix analysis above, alternative strategies can be obtained that can be carried out by CV Nur Khairunnisa.

1) Strength-Opportunity (SO) Strategy

This strength-opportunity strategy is obtained from utilizing and maximizing the strengths possessed by the company to obtain existing opportunities. Alternative strategies that can be implemented by CV Nur Khairunnisa are as follows:

- a. Develop retail stores by adding product variations
- b. Providing an online shopping site or market place to make it easier for customers
- c. Providing facilities to customers such as returns, product safety and quality, product delivery to customers

d.Maintain customer trust

2) Weakness-Opportunity (WO) Strategy

The weakness-opportunity strategy can be obtained by minimizing the company's weaknesses to obtain opportunities. The following are alternative strategies that can be carried out by CV Nur Khairunnisa retail stores.

a.Rearranging the shop area, so it looks free and comfortable

b.Adding employees when the store is experiencing a surge in customers

c.Increase promotions by utilizing social media

d.Added shop facilities

3) Strength-Threath (ST) Strategy

The strategy-threath strategy is obtained by utilizing the strengths possessed by the company to prevent and overcome external threats. Alternative strategies that can be carried out by the CV Nur Khairunnisa retail store are:

a.Presenting a variety of products that customers are interested in

b.Maintain product quality

c.Provide appropriate prices

d.Providing facilities such as customer discounts, reward points, easy payments and good store service

4) Weakness-Threath (WT) Strategy

The weakness-threath strategy is a strategy obtained by minimizing the company's weaknesses in overcoming existing threats. The alternative strategies obtained are as follows.

a.Improve management capabilities

b.Expand marketing by collaborating with third parties

c.Anticipate increases in raw material prices

d.Maintain product capacity so that product availability is maintained

New Business Model Canvas Analysis

All elements in the canvas model business design show consistent relationships in supporting the implementation of business strategy. Therefore, an evaluation and revision was carried out on the constituent elements in the Business Model Canvas design in order to create a Business Model Canvas so that it can support the implementation of the recommended new Business Strategy effectively and optimally.

The results of the strategy analysis produced several new strategy proposals to be included in the new canvas business model, so that the CV Nur Khairunnisa retail store can develop amidst competitors who are also increasingly developing and increase the retail store's income. Some of the strategic implications that have been included in the canvas model business design are as follows.

Key Partnership	Key Activities	Value Propositions	Customer Relationships	Customer Segments
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<ul style="list-style-type: none"> • School clothing convection • Office uniform distributor • ATK Distributor • School partners <p>New strategy:</p> <ul style="list-style-type: none"> • Freight forwarding service • Resellers and dropshippers 	<ul style="list-style-type: none"> • Product management and sales <p>New strategy:</p> <ul style="list-style-type: none"> • Product development 	<ul style="list-style-type: none"> • Store access and convenience • Product completeness • Affordable prices • Good product quality 	<ul style="list-style-type: none"> • Direct service <p>New strategy:</p> <ul style="list-style-type: none"> • Third party promotional collaboration (online platform) • Reseller and dropshipper customers 	<ul style="list-style-type: none"> • Student • School children • Employee <p>New Strategy:</p> <ul style="list-style-type: none"> • Expansion of customer scope
	<p>Key Resources</p> <ul style="list-style-type: none"> • Shop building • Store employees • Shop facilities (embroidery machines and sewing machines) <p>New strategy:</p> <ul style="list-style-type: none"> • Employee training • Information and communication technology tools 	<p>New strategy:</p> <ul style="list-style-type: none"> • Product variety • Provide custom designs 	<p>Channels</p> <ul style="list-style-type: none"> • Fisik toko • <i>Word of mouth marketing</i> • <i>Social media dan marketplace</i> <p>Strategi baru:</p> <ul style="list-style-type: none"> • Reseller dan Dropshipper 	
<p>Cost Structures</p> <ul style="list-style-type: none"> • Operating costs • Fixed costs such as employee salaries, • Rental costs • Expedition shipping costs • Costs of purchasing products from distributors <p>New Strategy:</p> <ul style="list-style-type: none"> • Costs of procurement and maintenance of information technology equipment (smartphones) 		<p>Revenue Streams</p> <ul style="list-style-type: none"> • Product sale <p>New strategy:</p> <ul style="list-style-type: none"> • Sales of reseller and dropshipper products • Product sales via social media and marketplace 		

1. Customer Segments

Customer segments in the new CV Nur Khairunnisa retail store's canvas model business show a market penetration strategy. Where the CV Nur Khairunnisa retail store reaches a wider range of customers, making it possible for products to be

distributed not only in the Makassar area, but also outside the Makassar city area. This can be done by utilizing social media platforms and collaborating with e-commerce, such as Shopee, Tokopedia and others. In this way, the CV Nur Khairunnisa retail store will get new customers from various regions who use the application.

2. Value Proposition

The value proposition provided by the CV Nur Khairunnisa retail store to customers is quite good. However, there are several new strategies proposed in the value proposition, namely adding product variations and providing custom designs for customers.

3. Channels

In the channels, a proposed strategy was obtained that CV Nur Khairunnisa's retail store should carry out, namely creating new channels, such as resellers and dropshippers. CV Nur Khairunnisa retail stores can use this channel to provide wider information and sales regarding their products. To reach this channel, you can take advantage of available social media and marketplaces.

4. Customer Relationships

Customer relations at retail stores CV Nur Khairunnisa provides a strategy proposal for the canvas model business design, namely establishing relationships with a wider range of new customers through customers obtained from resellers, dropshippers and customers from social media and marketplaces. This is because customers from resellers and dropshippers are an extension of the marketing channel. Relationships with customers must be improved.

5. Revenue Streams

Revenue stream or income flow at retail stores CV Nur Khairunnisa proposed a new strategy, namely providing media for online sales through social media and marketplaces. Apart from that, sales from resellers and dropshippers can also increase the flow of income at the CV Nur Khairunnisa retail store, so that the flow of income is not only from offline sales but also through online sales.

6. Key Resources

The proposed strategy for key resources in CV Nur Khairunnisa's retail store canvas business plan is to provide training to store employees, so that they are better trained and store management is better. Furthermore, adding smartphones as operational tools to run digital platforms, such as social media and marketplaces. So, retail stores can sell and market products online.

7. Key Activities

Product development is a proposed new strategy that will be included in the new canvas model business design at the CV Nur Khairunnisa retail store. Apart from that, the key activities that have been entered previously are running smoothly and need to be maintained.

8. Key Partnerships

In the proposed strategy for key partnerships, the CV Nur Khairunnisa retail store needs partners for resellers and dropshippers. Apart from that, to sell products online, retail stores need delivery service partners, such as JNE, J&T and others.

9. Cost Structure

The proposed new strategy for the cost structure that will be included in the canvas model business design is the addition of operational resource costs to support the expansion of marketing reach. This additional fee will later be used for operational costs for information technology tools such as smartphones used for online sales and marketing.

There are several previous studies that are consistent with research results related to formulating and designing business strategies to maintain and develop a business. According to research by Sugianto et al. (2021), a number of the SWOT analysis's components may be used as a foundation for quantitative analysis, which leads to the need for the development of aggressive tactics. It is developed in the shape of a business model canvas based on this approach.

In order for Merdeka Retail to compete with more contemporary retailers that already make use of technology, Hani and Ito (2022) also carried out the same study utilizing a canvas business model and SWOT analysis in the course of implementing a company growth plan. The idea that emerges from this research is that Merdeka Retail can grow its business by going digital and using information technology and telecommunications. The outcomes of this approach constitute the new Business Model Canvas's objective, which is implemented in all of its components by using market penetration techniques and market development to attain a larger client segmentation.

SIMPULAN

Based on the results of the SWOT analysis and Business Model Canvas, it can be concluded that:

1. Based on the SWOT analysis, the CV Nur Khairunnisa retail store is in the strongest internal position, this shows that the retail store is in an aggressive position. The business development strategy is carried out by using all strengths to take advantage of existing opportunities, using the Business Model Canvas (BMC) analysis approach and SWOT analysis.
2. The Business Model Canvas (BMC) technique was used to build the business development plan, and it has been implemented very well. Nevertheless, following a SWOT analysis, the business model canvas design incorporates a number of new strategy recommendations for every component that is now in place. Creating Key Resources, Adding Cost Structure, and Asking Customers to Become Resellers or Dropshippers as Key Partnerships, Customer Relationships, and Channels to Increase Revenue Streams are some suggested tactics for these aspects.

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