

The Analysis of Business Development Through Canvas Business Model Approach for Determining Post-pandemic Business Strategy: A Case Study in Smartplus Training and Consultant Management

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Abstract. In 2020, Indonesia experienced a period of deflation or a drop drastic in the development of the economy caused there is a Covid-19 pandemic. At the moment, the Indonesian government has various policies for community and actors' efforts to restore return Indonesian economy. The destination of the study is to help analyze development efforts in determining a strategy for the business post-pandemic through the canvas model business. The research object is the Smartplus Training and Management Consultant actors. The business model canvas method is used to develop business models to increase competitiveness. The results from this research showed that the need exists to change targets and add customer segments. So that could increase the value proposition, namely change target revenue streams with optimizing revenue in sales. It also adds to the customer segment obtained from online media, and with the existence change key resources will change key activities, and to support development efforts consultants need additional investment funds.

Keywords: Business development; Business strategy; Canvas Business Model; Case study; Post-pandemic.

Abstrak. Pada tahun 2020, Indonesia mengalami masa deflasi atau penurunan drastis dalam pertumbuhan ekonomi akibat pandemi Covid-19. Saat ini, pemerintah Indonesia melakukan berbagai kebijakan dan upaya agar para pelaku bisnis mampu memulihkan perekonomian Indonesia. Tujuan penelitian ini adalah untuk menganalisis upaya pengembangan dalam menentukan strategi bisnis pasca pandemi melalui model bisnis kanvas. Obyek penelitian ini adalah para pelaku Pelatihan Smartplus dan Management Consultant. Metode canvas business model digunakan untuk mengembangkan model bisnis agar daya saing meningkat. Hasil penelitian ini menunjukkan perlunya perubahan target dan penambahan segmen pelanggan, sehingga perusahaan mampu meningkatkan proposisi nilai, yaitu target perubahan aliran pendapatan dengan mengoptimalkan pendapatan dalam penjualan dan menambah segmen pelanggan yang diperoleh

dari media online, serta perubahan sumber daya utama yang dapat mengubah kegiatan utama, sehingga pengembangan konsultan ini diperlukan dalam mendukung upaya penambahan dana investasi.

Kata kunci: *Model Bisnis Kanvas; Pengembangan bisnis; Strategi bisnis; Studi kasus.*

Article Info:

Received: October 15, 2022

Accepted: December 13, 2023

Available online: December 28, 2023

DOI: <http://dx.doi.org/10.30588/jmp.v13i1.1260>

BACKGROUND

Based on data from the Central Statistics Agency (BPS), Indonesia experienced contractions in its growth economy in 2020, amounting to -2.0 to 2.8 percent. This causes the Indonesian economy in 2020 to experience deflation or a drastic decline because economic development in Indonesia has less stable movements. The changes that occurred were influenced by the COVID-19 pandemic (Modjo, 2020). At the moment, the Indonesian government has issued various policies for community and actor efforts to restore the economy in Indonesia. This is because community and actor efforts have an important and strategic role in the recovery of the economy. Various business experiences drop, especially after the existence of policy restrictions and social scale. This also has an impact on businesses engaged in consulting.

Business consulting is a profession or a business that provides good advice to companies or individuals. Business consultants must be able to provide knowledge that is good in both soft and hard skills and are expected to not only provide suggestions and feedback to the company, but also to be capable of providing solutions to problems that the company faces. After the pandemic, this expected company could rise and return to develop its business. Development business carried out on existing businesses there is previously experienced drop dive not enough over 2 years to the back during the pandemic, so with existence development business this expected could create profit through development business with take advantage of markets and opportunities business, as well as create field potential work for the sake of company. For development business, this required a new strategy to maintain business and develop medium-sized businesses. As one method to determine the strategy of a business that will run needed analysis, one method is to use analysis using a business model canvas.

The Canvas Business Model is one of the modern business strategy tools that can be used by online businesses to deal with problems in business. The Canvas Business Model is able to visually describe the important components of a business in detail and how they are interrelated with each other. Thus, business owners are able to evaluate the existence of conceptual errors and make improvements in the process of running their business (Hutamy et al., 2021). BMC can also be used as a strategy in livestock businesses, one of which is the carp farming business, with a case study on UKM Mitra Mina Sridadi Village, Kalirejo sub-district, Central Lampung. This study describes the Mina Mitra SME business model and determines a suitable competitive strategy by designing a new business model using BMC (Gunawan, 2016).

This research aims to develop business models and formulate appropriate strategies to increase the competitiveness of Smartplus Training and Consultant Management. With the canvas business model approach, you are able to build and develop a business to create, give, and capture its value through the nine blocks contained in the concept of the business model canvas, consisting of customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Osterwalder & Pigneur, 2012).

The research results of Zulkarnain et al. (2020) obtained seven strategies based on SWOT analysis. Based on the results of the weighting given by the experts, that the first alternative strategy is an alternative priority strategy with a weight of 0.320. The alternative strategy is to increase production and establish cooperation with SMEs without compromising the quality and timeliness of processing. This strategic priority is applied to the BMC concept. Based on the priority results that have been implemented, there are 6 proposed developments from 9 BMC blocks. The results of Susilowati (2021) research along with the results of the SWOT analysis are improvement strategies by adding partners with e-commerce companies, creating websites for product promotion and collaborating with the community of young mothers. Educating customers in combining products to be worn is an additional element of the value proposition. The owner of the Nayla Collection Muslim fashion store can use the results of the research as a guide in developing their business.

Based on previous studies, the BMC method can be used to develop new business models while taking advantage of existing strategies. The purpose of this study is to help analyze development efforts in determining post-pandemic business strategies through the Smartplus Training Case Canvas business model and management consultant. The purpose of this research is to formulate a business strategy that can be applied to online microbusinesses by mapping the nine elements of BMC. This research is expected to increase the turnover of the product and expand the Smartplus Training and Management Consultant market.

THEORETICAL REVIEW

Business Consultant

If refer to the definition dictionary, a big Indonesian consultant means an expert in giving instructions, considerations, or advice in something like research, trade, and so on. In short, a consultant can also be called an advisor. Company consultants are companies engaged in services that can help us in between strategy, operations, technology (IT), human resources, and marketing

Entrepreneurship

According to Zimmerer (1996), entrepreneurship is an application process involving creativity and innovation to solve problems and find opportunities for life-saving efforts.

Business Development

Development effort is ideas, activities, and initiatives that have the destination of making business more good, including increasing revenue, growth in terms of business expansion, increasing profitability by building strategic partnerships, and making

strategic business decisions. According to Mangkuprawira, development is an effort to increase knowledge that may be used immediately or frequently for future purposes. Development is every effort to improve the implementation of the current job and will come with information. About things that affect attitudes or add proficiency.

Business Model Canvas

Business Model Canvas, or BMC, is a management strategy in the form of a visual chart consisting of the nine elements of a business model. This was first introduced by Alexander Osterwalder in his book entitled *Business Model Generation* (Osterwalder & Pigneur, 2012). Alexander tried explain a simple framework for present elements there are important in a business model (Wulandary et al., 2020). as for nine the elements in the business model canvas is as following (Wardhanie & Kumalawati, 2018):

1. Customer Segments

Customer segments are a distinction group or organization for determining the goal. To give satisfaction to customers, we needed segmentation in order to more focus on developing a business strategy to segment customers in accordance with their characteristics, habits, and needs.

2. Value Propositions

collection of products and services that can be offered to fulfill customer needs and requests. Value propositions provide scores created from various elements like novelty, customization, design, brand, price, access, and convenience.

3. Channels

Channel is a medium company that builds and weaves connections to reach segmented customers and provide value propositions.

4. Customer Relationships

To ensure continuity and success in a business, you need to identify the relationship you want to make in accordance with the segmentation. Customer relationships are construction relationships with the purpose of getting customers new, maintaining old customers, and offering products new to old customers.

5. Revenue Streams

How to do company for get profit from running business in accordance segmentation existing customers with sell product or service with suitable price or with method other. Revenue streams, or inflows of funds, describe how companies get money from each customer segment.

6. Key Resources

Source the power needed to be able to give a score plus to customers and also considered as company assets for supporting running business. Source power required is determined in accordance with the business model carried out. Key resources are described as the most important thing a company needs to operate a business model.

7. Key Activities

Key Activities are the main things to do in a company or organization. Activities in this section are, naturally, activities that can become more and more profitable.

8. Key Partnerships

To optimize operational processes and reduce existing risks, companies or organizations usually form connections with suppliers. Key partnerships are partner co-operation companies in operations organizations.

9. Cost Structure

Describe the expenditure or cost required to operate a business. Expenditure could be easily analyzed and calculated after determining key resources, key activities, and key partners. Cost structure is a description of all costs that appear when operating a business model.

Business Canvas Model, then financial analysis projections can be carried out. needed to make financial analysis projections are: the first revenue stream, namely the main income, and other income. The two cost structures are production costs, marketing costs, development and research costs, administrative costs, and taxes Ardiana (2014) in (Sitio, 2017).

Strategy Business

The definition of strategy according to Private and Irawan, is something priority plan for reaching the destination of the company. But, according to Lawrence and William, a strategy is an unified, comprehensive, and integrated plan that relates the strategic advantages of the firm to the challenges of the environment and that is designed to ensure that the basic objectives of enterprise are achieved through proper execution by the organization. The development of business and industry in Indonesia is increasingly increasing competition. This situation creates competition between companies, increasing competitors, increasing product volume, and increasing technological developments. This requires companies to pay more attention to the environment Porter (1992 in Hartatik & Baroto, 2017). According to Aaker (2013), the development of a business strategy consists of three stages, namely the matching stage and the decision-making stage.

The research by Refachlis (2022), MSME strategy of Rahabakti can adjust the product classification according to the intended consumers to be able to maintain business during the pandemic. Based on the business model canvas concept, they can find customer segments that match the value of the product, use media and exhibitions as a channel to sell products, and maintain customer relationships with direct sales and minimum purchase bonuses as a form of increasing sales and partner stores. Theoretically, the life cycle of the Rahabakti MSME company enters a go-go cycle where they have realized the ideas that have been calculated, so that to enter the next stage, the Rahabakti MSME needs to enter a stage so that it can continue to grow and be sustainable. Harfiani and Pasaribu (2019) show that CV X has succeeded in running a business by implementing the nine elements of BMC. This can be seen from the increasing income of the company every year.

RESEARCH METHODS

Method research on research this use method study descriptive. According to Sugiyono (2017) descriptive study is a research method conducted for knowing existence variables independent, good only on one variable or more (variable standing alone or variable free) without making comparisons between variables alone and looking for connections with variables. The method used in this study uses natural objects as the key instrument; data source retrieval is carried out purposefully and qualitatively. The process of research takes precedence over the results, and the research results are approved by the researcher and the research subject. Data were collected using observations related to the problem under study. The data collection technique was carried out using the questionnaire method.

The results of this study will describe the application of the BMC model to determine business development. The data collection technique was carried out using the questionnaire method. Furthermore, the research data were analyzed using the Miles and Huberman model, which consists of three components: reduction, data presentation, and conclusion drawing. The tools that will be used in this research include software and hardware. To conduct this research, a software is needed for data processing. After getting priority strategies, these strategies are implemented into the BMC in accordance with the nine elements of the BMC.

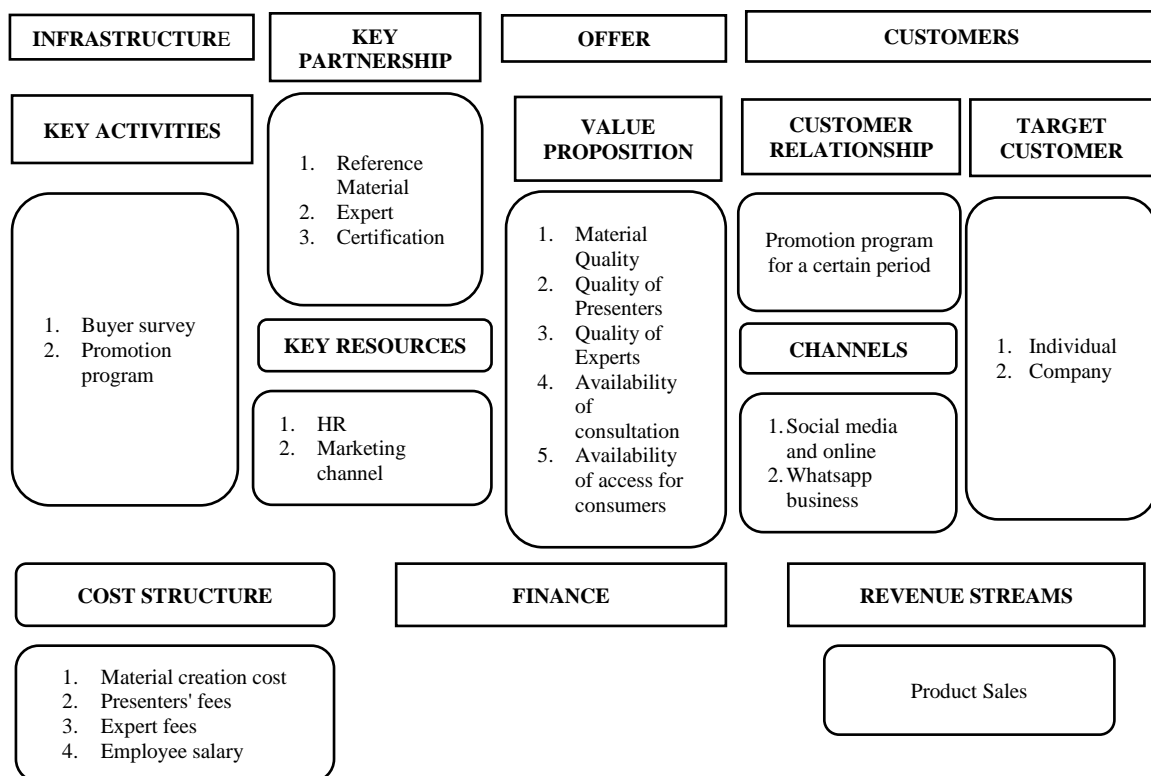


Figure 1. The Current Canvas Business Model of SmartPlus Training and Management Consultant

RESULTS AND DISCUSSIONS

Results

To be able to plan and carry out business strategies that will be carried out by smartplus training and consultants, first we will visualize the current business model through the business model canvas, which consists of nine interrelated elements. The results of the observations based on the business model canvas approach are a portrait of the nine interrelated elements in the approach of the current business model canvas is summarized in the image in Figure 1.

With the business model canvas concept approach, a business model development is carried out so that a business concept with the right strategy is obtained that can improve the smartplus training business and management consultant. The development of the smartplus training canvas business model and management consultant can be shown in Figure 2. The results of the enhanced business model can be seen in the image.

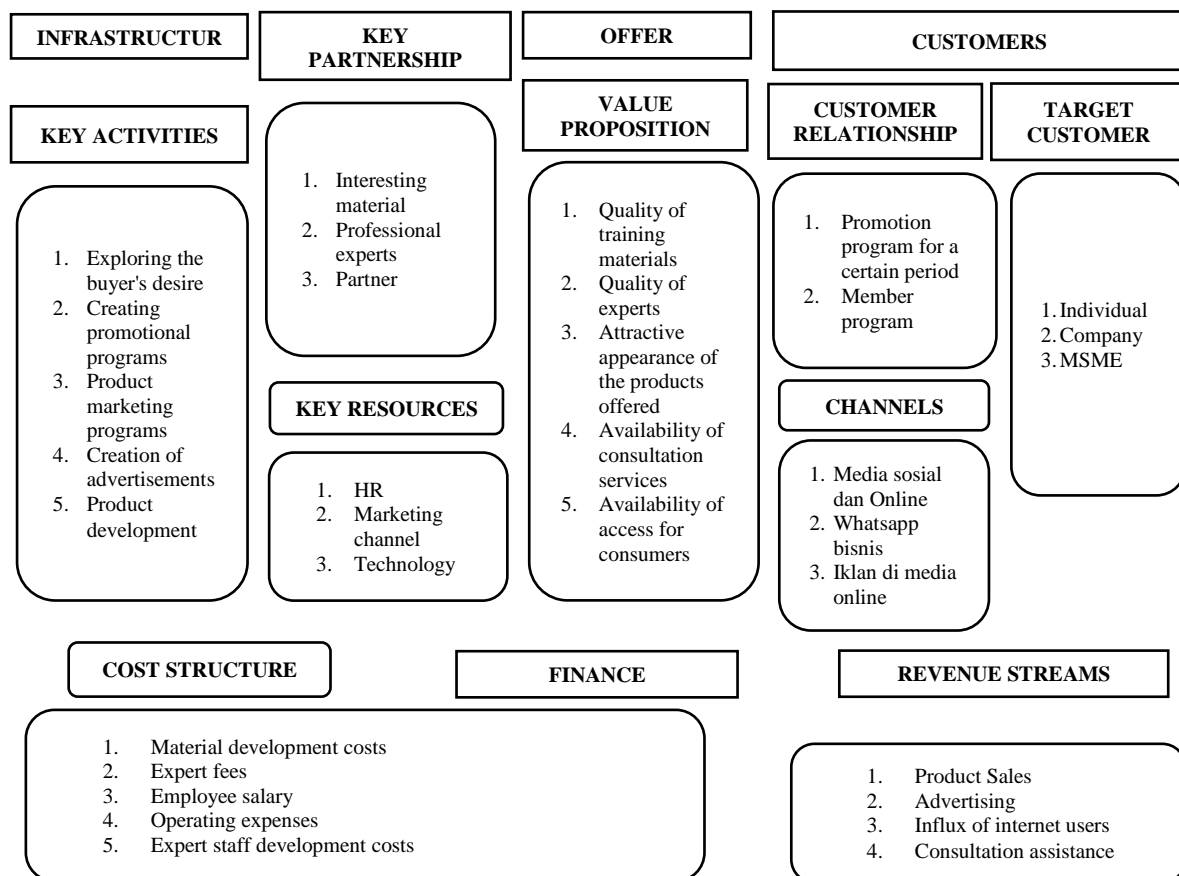


Figure 2. Business Model Canvas Development SmartPlus and Management Consultant Training

Discussions

Customer Segments

The determination of customer segments will have an impact on revenue streams that will be generated by the company, and customer segments currently in smartplus training and consulting include individual, company, or prospective buyers who will buy or subscribe to smartplus training and consultants are divided into permanent buyers and non-permanent buyers. This is an individual, or company.

Value Proposition

Value proposition is a determinant of success for smartplus training and consulting. It's on the consulting business moment. In order to continue to survive in the midst of competition between businesses, similar consultants As for the current value proposition, it is related to quality materials and services offered and labor experts used in operating business consultants, variation from service or theory interesting product, availability service consultant offered moment this, and availability access consumer for get products or service consultation offered.

Channels

A channel is a medium for a company to build and establish relationships to achieve customer segmentation by providing a value proposition. Currently, the method is being followed by SmartPlus training and consultants through online social media and providing contact numbers via WhatsApp.

Customer Relationships

To ensure the continuity and success of a business, it is necessary to identify the relationship to be made according to segmentation. In an effort to establish this relationship, what is currently being done by SmartPlus Training and Consultants is to offer promotional programs for a certain period of time.

Revenue Streams

Revenue streams, or inflows of funds, illustrate how smartplus training and consultants earn money from each customer segment. Current income stream of funds Smartplus training and consultants It's not like it used to be, but now its income from sales has dropped drastically, especially after the pandemic, so that has an impact on income.

Key Resources

Key Resources is an overview of the most important assets that determine the success of SmartPlus training and consulting in operating the business model. Currently owned by SmartPlus Training and Consulting, human resources are still very limited in number, and channels for marketing are still limited.

Key Activities

Key activities in smartplus training and consulting are run in an effort to increase the value of the company. Currently, smartplus training and consulting activities run promotional programs and pick up the ball with potential customers and consumers.

Key Partnerships

Key Partnerships is a cooperation partner of print media companies in the operation of the organization. Currently, with limited resources, the company continues to foster and maintain good relations between company partners, as for partners from

smartplus training and consultants: human resources from companies, individuals, presenters, and professional experts in their fields.

Cost Structure

Cost structure is a description of all the costs that will arise when operating the business model that is being run. In the midst of the company's decline in revenue, the biggest burden today is the cost of planning training materials and personnel—experts in the field for consultation—as well as the daily operational costs of the employees who must work. Based on the results of the research, it is known that Smartplus Training and Consultant Management experienced a drastic increase in income after using the BMC strategy and continued to experience a significant increase in sales every year. The implementation of this BMC is, of course, not easy, but with perseverance and patience, the Smartplus Training and Consultant Management business can continue to grow. The implementation of BMC is in accordance with the theory of Osterwalder & Pigneur, (2012) which states that BMC is able to capture, design, and shape a business value. According to Lubis et al. (2016) in Harfiani and Pasaribu (2019) which states that BMC is suitable for novice entrepreneurs in designing a business plan, the previous research with business fields.

CONCLUSIONS AND RECOMMENDATIONS

The results of the study show that business development with a canvas business model is to expand market segmentation to increase sales with sales channels through the online system and increase the capital system. While the results of the SWOT analysis show that the IFAS value is 2.17 and the EFAS value is 1.81, the Sumenep batik industry is in quadrant 8, namely growth with conglomerate diversification. The strategies used are: 1) expanding the marketing network outside the region; 2) improving the capital system by utilizing financial assistance from the government to increase production (Narto, 2017).

A change of target and the addition of customer segments must be conducted so you can increase the value proposition, namely by changing the target of revenue streams by optimizing revenue on sale. Customer segment, preferably plus, customer segment here, that is, customers or consumers, obtained by smartplus training and consulting this through online media. The impact of changing customer segments is expected to automatically change the way of establishing relationships and cooperation with consumers because it requires changing key resources by adding power, people, and technology.

Changes made to the expected key resources will change the key activities for the better by getting support from management. It is hoped that the changes in elements in this business model can spur changes in a more positive direction so that it can generate a profit for the company. A change in automatic In the smartplus business model elements, training and consultants are needed, as are additional funds or additional investments for development. If the effort can be carried out optimally and can obtain maximum results as well, then evaluation and control must be carried out every month.

Suggestions

Change the target on customer segments needs to be conducted because of the existence of changes in the external environment that cannot be prevented and by looking at opportunities for technological change and the use of available resources at

the time of this. After pandemic, the important point is business can still continue. There are still many business strategies that can be conducted by a business consultant. This is one of them with innovation training materials or innovation in marketing media to create a new market share in business consulting with based technology.

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