DESIGN THE BUSINESS MODEL FOR MIE AYAM BAKSO SARANGAN USING THE BUSINESS MODEL CANVAS APPROACH

1st Akmal Fauzi.
Industrial Engineering
Telkom University
Bandung, Indonesia
akmalfauziii@student.telkomuniversity.ac.id

2nd Budi Praptono
Industrial Engineering
Telkom University
Bandung, Indonesia
budipraptono@telkomuniversity.ac.id

3rd Muhammad Almaududi Pulungan
Industrial Engineering
Telkom University
Bandung, Indonesia
almaududi@telkomuniversity.ac.id

Abstract— **Mie Ayam Bakso Sarangan, a culinary business from Bekasi specializing in chicken noodles and handmade meatballs, has been operating for over three years. However, it has recently faced a steady decline in sales and revenue due to several challenges: a lack of sales system optimization, insufficient marketing efforts, inadequate procurement of supporting facilities, changes in the business environment, and increased competition in the same field. To address these issues, a comprehensive evaluation of the business model is essential, leading to the design of a new, more effective business strategy using the Business Model Canvas (BMC) method. The proposed redesign will begin by gathering key data from various sources. The current business model will be assessed through interviews and observations with the owner, allowing us to map the nine blocks of the BMC. In addition, customer profiles will be developed through market segment surveys to better understand consumer behavior and preferences. Information on the business environment will be collected through online research and literature studies. A SWOT analysis will then be conducted to identify strengths, weaknesses, opportunities, and threats, guiding the formulation of a strategic plan for improvement. From these insights, a new BMC will be designed, introducing innovations and enhancements to each block. This approach aims to revitalize Mie Ayam Bakso Sarangan's operations, ensuring its competitiveness in the market and driving business growth.**

Keywords— BMC, Value Proposition, SWOT, MSMEs, Mie Ayam Bakso Sarangan

I. INTRODUCTION

Economics is mainly a major issue and focus in many countries. Indonesia as a developing country trying to improve the quality of the economic activities of the country. One of the main drivers of Indonesia's economic growth is the Micro, Small, and Medium Enterprises (MSMEs) sector, which plays a strategic role in the national economy[1]. MSMEs have a significant contribution to Indonesia's Gross Domestic Product (GDP), which is around 61%, or equivalent to Rp9,580 trillion. In addition, MSMEs also absorb almost the entire workforce in Indonesia, which is around 97% with 65.5 million MSMEs in Indonesia, which make up the majority of business units in the country. (Kementrian Perekonomian, 2023). MSMEs have the potential to drive community economic activities and become the main source of income for most people in improving welfare [2].

Food and beverages became the most favorable section of MSMEs in Indonesia with of 34.44% or reached IDR 302.28 trillion in rupiah value contribution [3]. Thus, the development of MSMEs is still in a progressive state in Indonesia to reach the establishment. Therefore, the government continues to strive to improve the quality and capacity of MSMEs so that they can compete in the global market, provide added value to the economy, and create more jobs [4].

The recent case of an MSMEs that need more improvement in food and beverages section is Mie Ayam Bakso Sarangan. Mie Ayam Bakso Sarangan supplies raw materials from noodle agents, then chicken raw materials from the broiler market, while meatball raw materials are obtained from the meat market before being processed by the workers themselves. Likewise, the raw materials for chicken noodles are also processed directly by the workers after procurement. The finished product of Mie Ayam Bakso Sarangan starts to be sold during operational hours, namely 09.00 - 21.00 WIB which is open every day for consumers, this product covers the general market, ranging from small children to adults. In consuming it, most people choose to eat on the spot rather than wrapped, because many consumers think that packaged products are not in a standard state for consumption, such as product temperatures that are no longer warm.

Mie Ayam Bakso Sarangan experienced in decreasing of sales in the past 1 year. The largest revenue was in 2022, which amounted to IDR 800,000,000.00 and fell down in 2023 to IDR 600,000,000.00. This event is suspected because of the emergence of competitors which the further analysis to strengthen the business is needed. Figure 1 shows the analysis of issues that faces by Mie Ayam Bakso Sarangan.
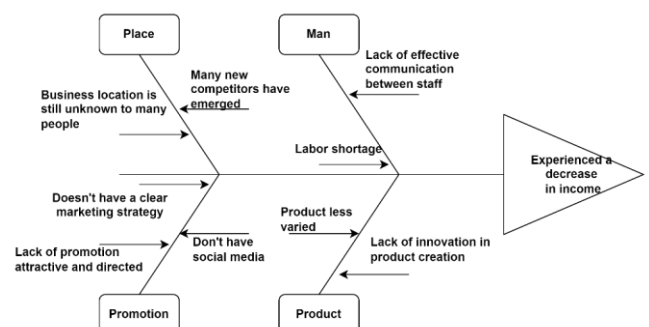

Fig. 1 Fishbone Diagram Analysis

As shown on Figure 1 this company experienced a shortage of labor which results in a less effective sales process. Then the lack of effective communication between staff which results in discomfort in the work environment. The location of the business is still not widely known to people and many new competitors have emerged which causes a decrease in buyers. Moreover, the marketing strategy is still conventional, and an absence of attractive and targeted promotions on social media. In addition, the product variation is limited, and no significant innovation in the product line.

Based on the description of the issues above, this research is aim to describe the business model using business model canvas approach at the Mie Ayam Bakso Sarangan business and then provide a formulation of a development strategy for Mie Ayam Bakso Sarangan so that the business can have significant improvement.

The practical research question is described as follows :

1. What is the business model of Mie Ayam Bakso Sarangan when described with the Business Model Canvas?

2. How to formulate a business development strategy for Mie Ayam Bakso Sarangan?

3. What is the proposed business model of Mie Ayam Bakso Sarangan if described with Business Model Canvas?

II. LITERATURE REVIEW

A. MSMEs

MSMEs have a strategic role in creating broad employment opportunities, providing diverse economic services, equalizing business opportunities and community income, as well as stimulating economic growth and maintaining national stability [2]

In Law No.20/2008, Article 6 explains the criteria for MSMEs based on business capital. Micro business have a maximum asset value of IDR 50,000,000.00 (fifty million rupiah) excluding the value of land and buildings used for business or to have a maximum annual turnover of IDR 300,000,000.00 (three hundred million rupiah). Small business criteria is have net assets between IDR 50,000,000.00 (fifty million rupiah) to IDR 500,000,000.00 (five hundred million rupiah) excluding the value of land and buildings used for business or to have an annual turnover between IDR 300,000,000.00 (three hundred million rupiah) to IDR 2,500,000,000.00 (two billion five hundred million rupiah). Medium-sized business is to have net assets between IDR 500,000,000.00 (five hundred million rupiah) and Rp 10,000,000,000.00 (ten billion rupiah) excluding the value of land and buildings used for business or to have an annual turnover between Rp 2,500,000,000.00 (two billion five hundred million rupiah) and Rp 50,000,000,000.00 (fifty billion rupiah)

Mie Ayam Bakso Sarangan is included on the small business criteria which the escalation of the business is highly needed.

B. Business Model

A business model describes the basic principles of how an organization generates, delivers, and derives value. A business model is fundamentally based on a business strategy that is aligned with the interests of a particular company [5].A business model is the way an organization describes and executes the activities necessary to achieve its stated goals (e.g., profit, growth, social impact) [6]

C. Business Model Canvas (BMC)

Business Model Canvas is a language that is presented visually, where the results of the visualization are useful as a reference as well as helping others to understand and make the flow of discussion more focused and effective in the nine elements contained therein. The visual form referred to in the Business Model Canvas is through nine basic building blocks, namely [5]:

1. Customer Segments : as a group of individuals or organizations that a company wants to serve
2. Value Proposition : the reason why customers switch to one company over another that offers benefits proportition
3. Channels : the core of a company's efforts in interacting with customers and shaping the customer experience by delivering value proposition
4. Customer Relations : describes the type of relationship a company builds with a particular customer segment
5. Revanue Streams : represent the money the company generates from each customer segment where costs must be deducted from revenue to generate profit
6. Key Resources : the most important assets needed to make the business model work.
7. Key Activities : the most important activities that a company must perform to make its business model function properly
8. Key Partnerships : describes the network of suppliers and partners that make the business model work
9. Cost Structure : The cost structure describes all the costs incurred to run the business model

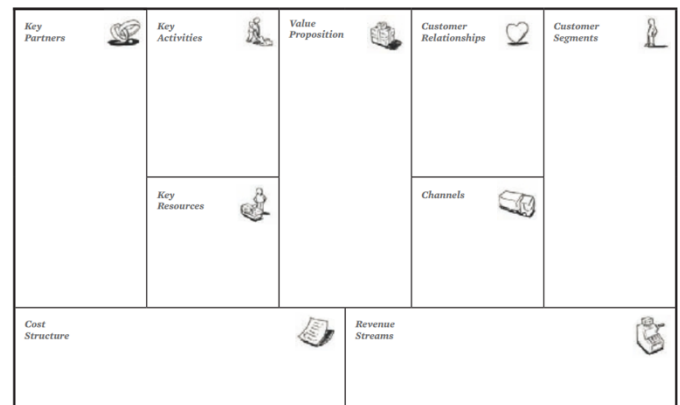Figure 2 is the visual of the business model canvas framework.

Fig. 2 Business Model Canvas Framework

D. Lean Canvas

Lean Canvas is an efficient and concise business planning approach, created by Ash Maurya. It is a modification of the business model canvas originally developed by Alexander Osterwalder. By using lean canvas, companies can identify and organize the key elements needed to convert business concepts into a more defined reality [7]

The different is lean canvas is design to be in an advance business escalation or new business section to enter a market which the element of unique value proposition is emerged to have strong product offers to the market along with solution element to be more sensitive with the market.

E. SWOT Analysis

SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. Strengths and weaknesses are elements that come from the internal environment, while opportunities and threats are factors that come from the external environment [8]

Meanwhile, the SWOT analysis method is an approach used

to evaluate and plan strategies in an organization, company, or institution by identifying key factors in a structured manner [9].

SWOT itself consists of :
1. Straightness is to see what things are strengths as reliable capital.
2. Weakness is seeing things that are seen as weaknesses so that they form priorities to overcome these weaknesses.
3. Opportunities are opportunities that may be achieved to overcome weaknesses and support strengths and challenges.
4. Threats are things that can be a challenge both in terms of positive and negative things so they can be used as a trigger to improve the performance of an organization to achieve effective and efficient goals.

III.   RESEARCH METHODOLOGY

Figure 3 shows the steps taken in this research to solve issues and build the solution.

A. Preliminary Phase

In the preliminary stage, the problem formulation of the research object is carried out as a basis for selecting relevant methods for problem solving. Then, determining the research objectives using literature studies with problem boundaries made so that the research carried out focuses on core matters only not in general. Furthermore, the preliminary stage also determines the research methodology where in this study the method used is Business Model Canvas (BMC)

B. Data Collection

Data collecting phase for the purposes of this study involves finding data relevant to Mie Ayam Bakso Sarangan. This data collection is divided into two types, namely primary and secondary data. For primary data, information was obtained directly from the real conditions of the business and customers. This included interviews with the owner of Mie Ayam Bakso Sarangan and processing the information using the Business Model Canvas framework, which resulted in an overview of the current business model. Meanwhile, customer data was obtained through a survey with a questionnaire addressed to buyers of Mie Ayam Bakso Sarangan to understand their profile. Secondary data was obtained from external sources such as scientific publications, government policies, and statistics which were then analyzed to understand the broader business context

C. SWOT Analysis

The data that has been collected will then be analyzed using SWOT analysis to identify internal and external factors that affect the business, the results of which will be used to formulate new strategies. This analysis is used to describe the condition of current business condition and how the perspectives of the business to be develop. SWOT analysis is the core data that will be used on the process of defining the new business model. SWOT analysis required as the standard of design along with the design specification.

D. Value Proposition Canvas

Value proposition canvas is the guideline and structure to define the benefits and core values of the business that will be offered.

To construct a Value Proposition Canvas for a Mie ayam bakso sarangan , first study the clients using the Customer Profile. This entails recognizing their primary demands, known as Customer Jobs, which could include fulfilling hunger, looking for a quick meal, or desiring a cheap dining experience. Next, identify the pain points they face, such as long wait times, variable taste, poor hygiene, or a limited menu selection. Finally, evaluate the Gains, which are the benefits that your customers want, such as exquisite flavor, big servings, reasonable pricing, quick service, and a clean dining atmosphere.

On the Value Map side, consider how the company addresses these demands. Begin with Products and Services, ensuring that your mie ayam satisfies client expectations for quality and affordability. Then consider how you may alleviate the pains by increasing service speed, maintaining consistent meal quality, and assuring cleanliness. Finally, accentuate the Gains by including value-added features like special flavours, extra toppings, or loyalty programs. By matching what will give to what your customers require, your company can develop a compelling value proposition that resonates with the target market.

E. Proposed Business Model Canvas

Begin by determining the consumer segments, which are the groupings of people you want to serve. For a mie ayam business, this may be locals, students, or office workers searching for cheap lunches. Next, define the previously analyzed value proposition, which highlights the distinctive value that you provide, such as flavorful, inexpensive mie ayam with abundant quantities and prompt service. Then, consider the channels, or how to deliver your goods, which could include dine-in, takeaway, or food delivery services. Determine how you will engage with customers, whether through human engagement, social media, or loyalty programs. Moving on to revenue sources, examine how the business generates income, whether through direct sales, delivery fees, or selling extra products such as drinks and sides.

Next, list the important resources your company need, such as fresh products, a dependable kitchen personnel, and culinary equipment. Key Activities define the main tasks that keep the firm going, such as meal preparation, quality control, and marketing. Then, identify key partnerships, such as ingredient suppliers or delivery platforms. Finally, outline your cost structure, which includes main expenses like as rent, employee wages, and ingredient costs. These factors combine to give a clear, strategic vision of your business model.

F. Verification and Validation

Verficiation is done by checking business model is already follows the framework of the design and align with the provided information on the existing form of business data. Meanwhile the validation is evaluating the business model based on the requirements of the company and how the design can be applicable based on the company's capability. The validation is done by the assessment of the business model.
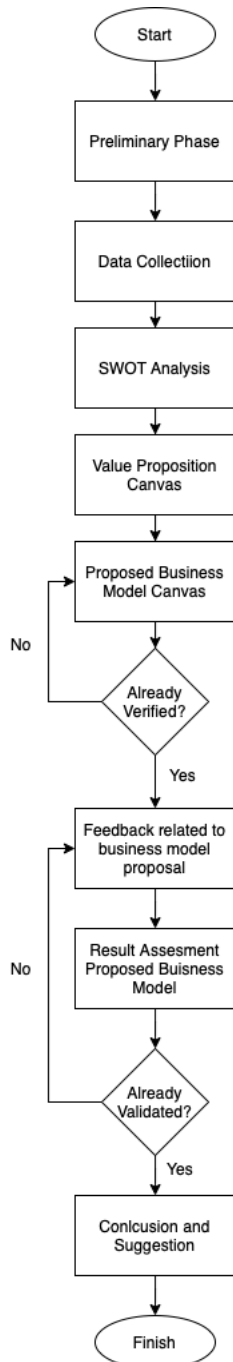
Fig. 3 Design Process

IV. RESULT AND DISCUSSION

A. Data Collection

The data collection process is an important step in identifying answers to questions raised in a research study. This activity aims to collect relevant data to meet research needs. In the context of the Mie Ayam Bakso Sarangan business, there are three types of data collected: data from interviews, data from consumers, and environmental data. Information from interviews is obtained through direct question and answer sessions with business owners. Meanwhile, consumer data is obtained through the distribution of questionnaires filled out by customers via Google Form. While environmental data is obtained through the study and analysis of existing literature.

B. Design Specification

The design specifications used in this study act as a guide and requirement for the development of the Mie Ayam Bakso Sarangan business. The following description outlines the specifications related to the improvement of the proposed business model for Mie Ayam Bakso Sarangan.

Table 1. Design Specification

No	Specifications	Description
1	Restaurant service system for customers	According to Permana (2020) Service quality is a way or strategy applied to companies to further increase trust in the services provided by the company. Factors that must be considered in service quality are: 1. Maintain and pay attention 2. Problem solving 3. Customer satisfaction
2	Human resource management	According to (Suryani & John, 2019: 2) Human Resource Management is the process of delivering organizational goals through utilizing the people or people contained in it. Individuals or employees who are managed so that they have the competencies and good abilities needed to support their work.
3	Business competitors	According to David (2017) business competition is a condition where there are two or more parties (business actors) trying to outperform each other in achieving the same goals in a particular business.

Table 2. Design Standard

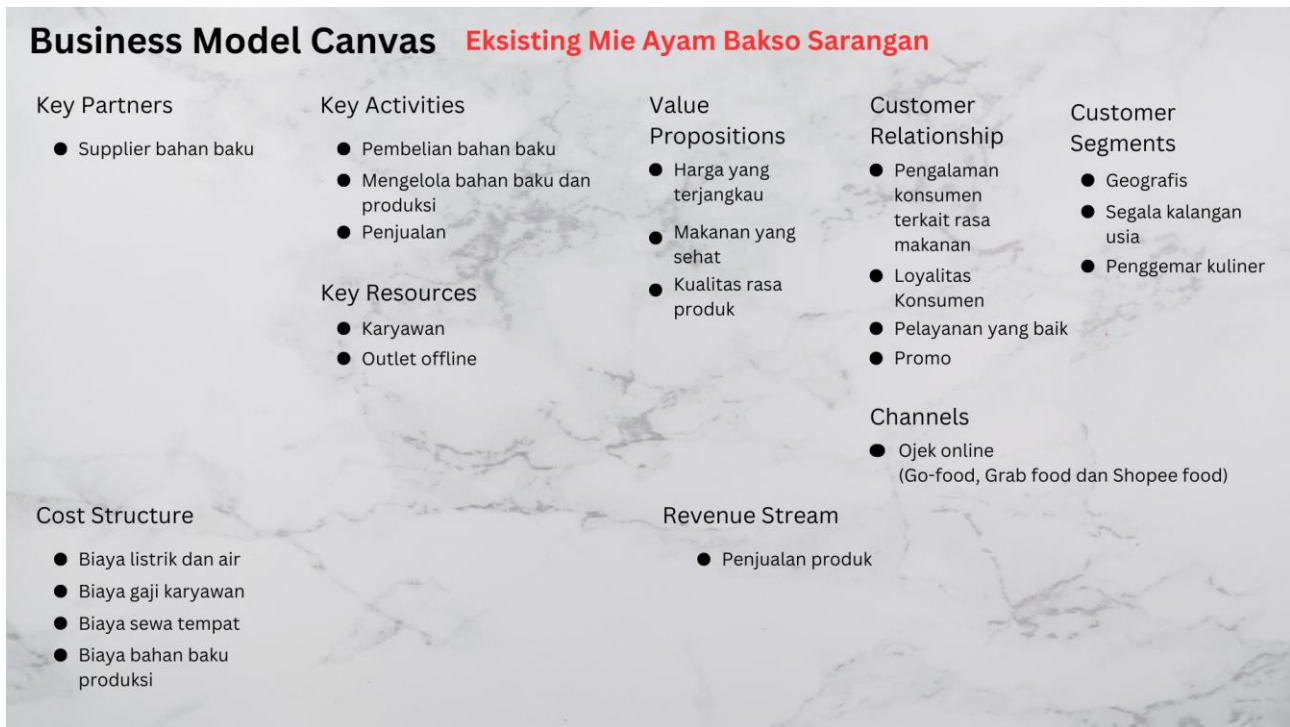| No	Design Specification	Standard Specification
1	MSME's	Law of the Republic of Indonesia No. 20 Year 2008
2	Restaurant service system for customers	Law of the Republic of Indonesia No. 25 Year 2009
3	Human resource management	Law of the Republic of Indonesia Number 5 Year 2014
4	Business competitors	Law of the Republic of Indonesia No. 5 Year 1999

Fig. 4 Existing Business Model Canvas

C. Competitors SWOT Analysis

SWOT analysis for competitor is able to provide information about the business condition and exploring how they compete in the market. The information also provide the opportunities that can be the gains for the company. Moreover, this analysis is used to differentiate and gain value delivery from the business. The analysis is conclude on the SWOT by comparing to the product/service that over by competitors.

Table 3 SWOT Analysis to Competitor

Strenght (S)	Weekness (W)
1. Affordable price 2. Healthy food 3. Product flavor quality	1. Queuing service system 2. Limited staff
Opportunity (O)	Threats (T)
1. Able to compete with other products	1. Product are easy to imitate 2. Many competitors with their respective advantages

D. Existing Business Model of Mie Ayam Bakso Sarangan

After some data that obtained and analysis the existing business model of mie ayam bakso sarangan can be drawn on BMC. The existing business shows that general information about the business that obviously need some improvement on the model. The further analysis will be done on the next section. Figure 3 shows the existing BMC of Mie Ayam Bakso Sarangan.

E. Customer Profile Analysis

Customer profile Information about consumers is a key element to understanding the expected customer profile. To achieve this understanding, a questionnaire survey was designed to collect data that reflects consumers preferences and needs, which will support the business development of Mie Ayam Bakso Sarangan. This analysis of the customer profile was conducted by exploring various aspects such as the tasks expected by consumers, the barriers they face, and the benefits they seek. This analysis have three major point which are customer jobs, customer gains, and customer pains.

1. Customer Jobs

Customer Jobs is a concept that helps in articulating the various problems faced by customers that they expect to be solved, the personal desires they want to fulfill, or the tasks they perform in their jobs.[5] The following are findings from a survey conducted to customers, relating to Customer Jobs. In this research based on the respondent data, 4 elements assesses which are good service, outlet cleanliness, promos, and raw material quality. Figure 4 shows the result of the experiences of the customers on Mie Ayam Bakso Sarangan which shows the rate of each element. The data shows that all element mostly equal and well implemented in mie ayam bakso sarangan
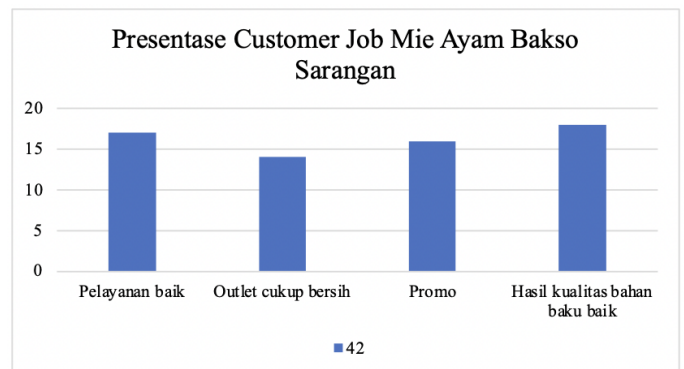

Fig. 5 Costumer Jobs Result

2. Customer Gains

According to Osterwalder (2014) Customer Gains is an important element in business models that outlines the benefits or added value expected by targeted customers in relation to their tasks. In this research there are 4 elements described for customer

gains which are affordable price, outlet is clean enough, fast service and good taste. Figure 5 shows the result from customer that show have desirable the elements for them.
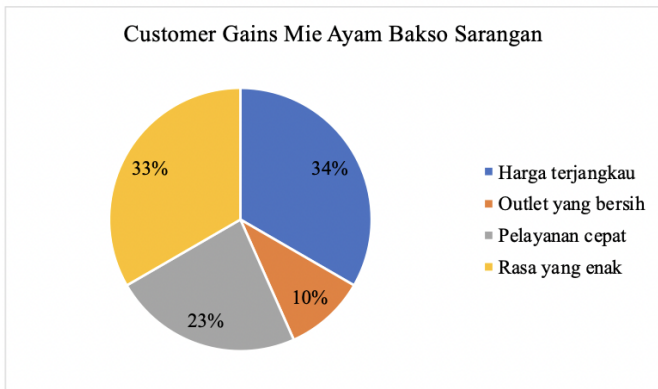

Fig. 6 Costumer Gains

The result shows that affordable price is the most desirable gains from the costumer with good taste and well service that made them get the best utility of gains.

3. Customer Pains

Customer Pains is an aspect of the business model that outlines the obstacles or challenges that must be overcome to fulfill customer desires. In this research there are 3 components of costumer pains that will be assessed which are shortage of employee, lack of menu variety, hot temperature of outlet. Figure 5 shows the pains rate from customer for mie ayam bakso sarangan
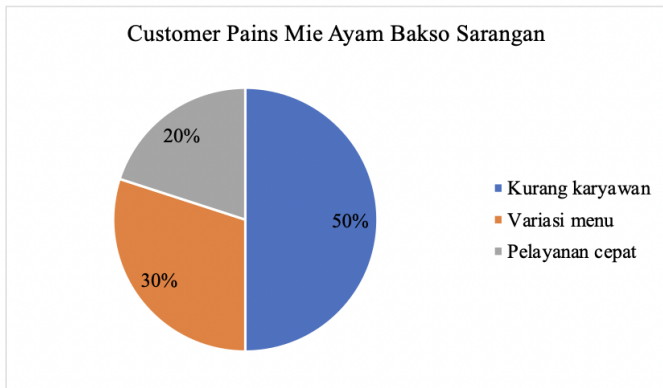

Fig. 7 Costumer Pains

F. Business Model Environment

Business Model Environment is a form of a business model designed and implemented in the environment. Understanding the environment is useful in providing added value to companies in obtaining information, being more productive and competitive.

Fig. 8 Busines Model Environment Framework

Analyzing and observing economic growth, uncertainty, and disruptions that have the potential to disrupt the course of business can help businesses understand environmental changes. The environment is classified into 4 core areas, each of which is further divided into several sub-areas as described as follows [5]: Here are the mapping result for business model environment.

Table 4 Market Forces

Market Forces	Description	Type
Affordable price (Revenue Attractiveness)	Regular chicken noodle is priced at Rp 12,000 per serving. Meatball Chicken Noodle for Rp 17.000,-/portion. Meatballs for Rp 12.000,-/portion. Meatball Mix for Rp 20.000,-/portion. Topping feet for Rp 2.000,- / seed. Drinks (Iced tea, iced orange, and other bottled drinks) are Rp 5,000 each/portion.	**Strength**
Offers that do not exist in competitors (Switching Costs)	Bakso Sarangan Chicken Noodle has the main advantage that there is no competitor, namely cheap toppings.	**Strength**

Table 5 Industry Forces

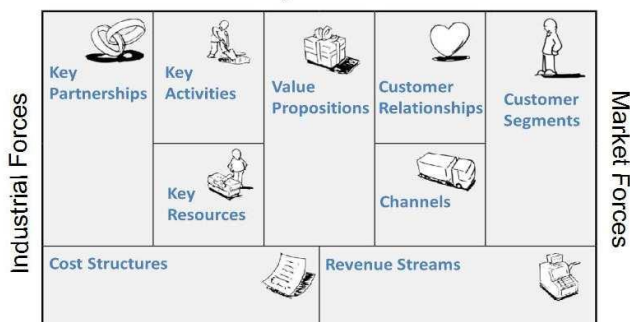| Industry Forces	Description	Type
Competitors	There are many types of chicken noodles with almost the same model, but there are differences in the taste of the soup and toppings in the outlet.	**Strength**
Lack of staff	Currently, the Mie Ayam Bakso Sarangan business does not have many employees so there are often queues during lunch and evening hours.	**Weekness**

Table 6 Key Trends

Key Trends	Desciption	Type
Online marketing trends	Social media is a digital platform that provides opportunities for users to express themselves as well as collaborate, exchange ideas, and establish social relationships with other users in cyberspace.	**Opportunity**
Social media development	er time, the utilization of social media has increased in terms of function. A very significant function is marketing your business through social media.	**Opportunity**

Table 7 Macro Economic Forces

Macro-Economic Forces	Description	Type
Raw material price fluctuations	The main raw materials of the Mie Ayam Bakso Sarangan business often experience significant price increases, namely flour and eggs and other raw materials.	**Threats**
Quite a lot of competitors	rrently, the number of competitors for the Mie Ayam Bakso Sarangan business is starting to appear, therefore this is one of the challenges so that Mie Ayam Bakso Sarangan has ideas or advantages that competitors do not have, so that customers continue to buy Mie Ayam Bakso Sarangan.	**Threats**

G. *SWOT Analysis*
1. Value Proposition

Table 8 Value Proposition SWOT

Variable	Indicator	Description	Block
Strength	Affordable price	With the menu and also the taste provided, based on consumer analysis, Mie Ayam Bakso Sarangan has an affordable price.	**Value Proposition**
	Healthy food	The product is produced by avoiding the use of any preservatives, while the owner personally ensures the selection of quality raw materials. Mie Ayam Bakso Sarangan can be ordered offline directly to the store or through apps such as Shopee Food and GoFood.	**Value Proposition**
Weakness	Lack of menu variation	Mie Ayam Bakso Sarangan is considered by consumers to lack a varied menu because it only has a standard menu.	**Value Proposition**
Opportunities	Good and friendly service	Mie Ayam Bakso Sarangan has good and friendly service, especially to consumers.	**Value Proposition**
Threat	Hot outlet condition	Currently, the condition of Mie Ayam Bakso Sarangan	**Value Proposition**

Variable	Indicator	Description	Block
		Outlet has limitations, especially when it is crowded so that heat occurs.	

2. Revenue Stream/Cost Structure

Table 9 Revenue Stream/Cost Structure SWOT

Variable	Indicator	Description	Block
Strength	Can manage spending costs	Through privately managing production, Mie Ayam Bakso Sarangan has the ability to select and organize expenses more efficiently, which in turn helps in reducing the risks associated with the production.	**Cost Stucture**
	Revenue earned from product sales	Mie Ayam Bakso Sarangan can be ordered offline directly to the store or can also be ordered through applications such as Shopee Food and GoFood.	**Revenue Stream**
Weakness	Not achieving sales targets	Through its sales, Mie Ayam Bakso Sarangan certainly earns adequate profits, although the sales results have not met the previously set targets.	**Revenue Stream**
Opportunities	Mie Ayam Bakso Sarangan Business	Mie Ayam Bakso Sarangan Business is	**Revenue Stream**

Variable	Indicator	Description	Block
	including food needs	included in food needs, which will always be needed by consumers as consumption.	
Threat	Fluctuation in raw material prices	The main raw materials of the Mie Ayam Bakso Sarangan business often experience significant price increases, namely in flour and eggs and other raw materials.	**Cost Stucture**
	Modern society lifestyle	Mie Ayam Bakso Sarangan as a traditional food can be inferior to foods that are currently trending..	**Revenue Stream**

3. Infrastructure

Table 10 Infrastructure SWOT

Variable	Indicator	Description	Block
Strength	Mie Ayam Bakso Sarangan has offline outlet	Mie Ayam Bakso Sarangan has a fixed location that can be visited by consumers directly and can eat on site.	**Key Resources**
	Manage raw materials and production.	By managing and producing their own products, owners can control the production process so that they can ensure that all raw materials are maintained in quality and	**Key Activities**

Variable	Indicator	Description	Block
		distinctive flavors.	
Weakness	Lack of staff	Currently, Mie Ayam Bakso Sarangan business does not have many employees so there are often queues during lunch and dinner hours.	**Key Resources**
	Irregular supplier	Mie Ayam Bakso Sarangan only has one supplier in each field.	**Key Partnership**
Opportunities	Work closely with suppliers	In meeting the needs of raw materials, Mie Ayam Bakso Sarangan needs to cooperate with permanent partners so that raw materials will continue to exist and can have cheaper prices.	**Key Partnership**
Threat	Availability of quality raw materials	Currently Mie Ayam Bakso Sarangan is still dependent on the main supplier, therefore if there are no several things that will make changes in quality.	**Key Partnership**

4. Customer Interface

Table 11 Customer Interface SWOT

Variable	Indicator	Description	Block
Strength	Good service	Good service will create a positive initial impression on customers, which will make them remember the experience on an ongoing basis.	**Customer Relationship**
	Customer from all walks of life	As a culinary business, the customer of Mie Ayam Bakso Sarangan vary from various ages and circles.	***Customer Segment***
Weakness	Doesn't have social media	Mie Ayam Bakso Sarangan does not yet have social media for promotion.	***Channels***
Opportunities	Have a good relationship with consumers	Mie Ayam Bakso Sarangan tries to maintain good relations with consumers so that consumers come back.	**Customer Relationship**
	Increasing internet users	As the number of internet users grows, marketing strategies through social media are becoming increasingly effective, which not only expands market segments but also increases brand awareness among consumers.	**Channels**
Threat	Quite a lot of competitors	Currently, the number of competitors	**Channels**

		for the Mie Ayam Bakso Sarangan business is starting to appear with the same menu.	
	Competitors have a variety of menus	Competitors who have a variety of menus are one of the threats of Mie Ayam Bakso Sarangan.	***Customer Segment***

H. Value Proposition Canvas

According to [5] Value Proposition Canvas refers more to a short, concise, and clear statement about the benefits that potential customers will get when they buy the product. In this case, it consists of two parts, namely customer profile and value maps. The value maps consist of three parts, namely pain relievers, gains creators, and products and services. Making value maps is needed in designing the value proposition canvas structure because it is useful for describing the definition of products or services offered based on customer needs. The following is the value proposition canvas offered by Mie Ayam Bakso Sarangan.

Fig. 9 Value Proposition Canvas

1. Pain Relievers

Pain Relievers shows how their products help address the discomforts and problems faced by customers. The product is designed to respond to complaints or other factors that cause dissatisfaction in customers of Mie Ayam Bakso Sarangan. The following is a list of complaints that are often received from customers along with the solutions offered to deal with these complaints.

Table 12 Pain Relievers

No	Pains	Pains Relievers
1	Lack of employees	Addition of new labor
2	Less variety in the menu	Create a variety of menu variations that are diverse but do not leave their characteristics
3	Heat outlet	Changing the layout and adding fans

2. Gain Creators

Gains Creators describe the methods by which products can be made available to increase profits for consumers. They provide an explanation of strategies to strengthen consumer interest in a business. Through proper analysis, consumers can be persuaded to be interested and make purchases of Mie Ayam Bakso Sarangan. The following are some examples of gains creators applied to the Mie Ayam Bakso Sarangan business

Table 13 Gain Creators

No	Gains	Gains Creators
1	Getting food with good quality and low price	Affordable price
2	The outlet is tidy and there is no littering of tissues.	Clean outlets
3	Quality ingredients give rise to rich flavors	Good taste

3. Product and Services

Products and Services are services designed to facilitate consumers in carrying out activities related to functional, social, and emotional aspects. This is achieved through fain creators and pain relievers, both of which aim to increase customer satisfaction.

Table 14 Product and Services

No	Product and Service
1	Quality traditional food
2	Food at affordable prices
3	Food with a clean place
4	Food that can be ordered online and offline

I. Fit Customer Profile with Value Proposition

It can be seen from the Fit Customer Profile with Value Proposition getting the latest the latest value proposition. The customer profile consists of the results of data that has been obtained through distributing questionnaires to customers. Then, on the value maps, there is proposed data that has been developed from the customer profile. Figure 10 shows the fit customer profile with the Value Proposition
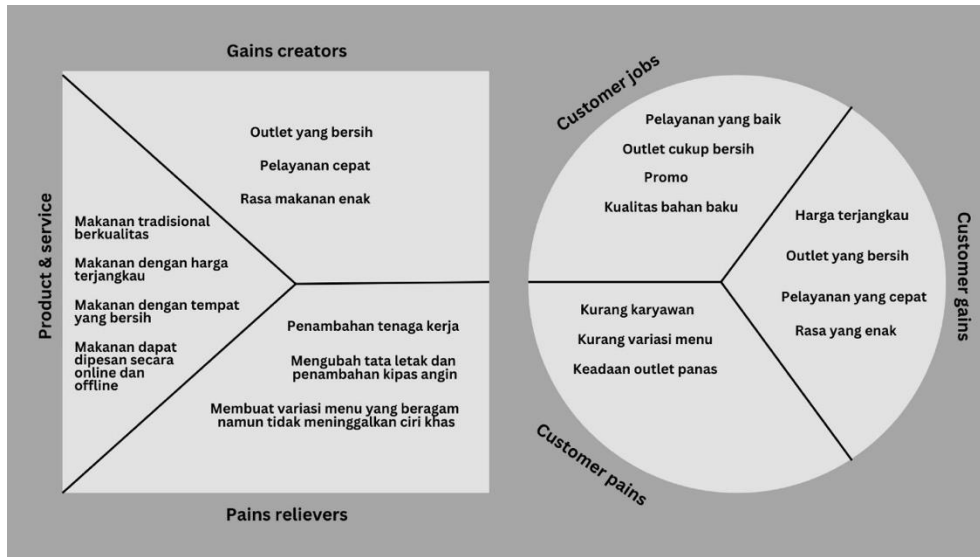
Fig. 10 Fit Customer Profile with Value Proposition Canvas

J. Proposed Business Model Canvas

The results of the proposed Business Model Canvas design at the Mie Ayam Bakso Sarangan business are obtained from the customer profile, business model environment, SWOT analysis, and value proposition, fit customer profile, and value proposition design results. The following are the results of the proposed business model canvas design of the Sarangan Meatball Chicken Noodle business. . In this explanation, it will be described how each of the nine blocks in the Business Model Canvas contributes to the overall strategy and helps in achieving the business objectives of Mie Ayam Bakso Sarangan. In the red font there are proposals that can be developed by Mie Ayam Bakso Sarangan which can be seen that it consists of blocks of Key Partners, Key Resources, Key Activities, Customer Relationship, Key Resources, Revenue Stream.

In Key Partners, the proposed development is to add raw material suppliers so as not to depend on just one supplier. Then in Key Activities there is a sales development in order to achieve the desired target. Furthermore, in the Key resources block, namely the proposal to add staff so that there are no queues in sales, and development in offline outlines so that fans or air conditioners are provided so that customers do not feel hot. After Key Resources there is a Customer Relationship so that promo development to maintain customer loyalty. Finally, there is the Revenue Stream block so that the development of product sales aims to restore profits that have been lost. Figure 11 is the proposed business model canvas for this research.

K. Verification and Validation

Verification is already done by checking all the steps and design requirement is fulfilled adequately. Validation scheme is done by discuss with the company requirement and design specification also the capability of the company to implement the result and rate of relevance.

Verification and validation of a Business Model Canvas ensures that your business assumptions and strategies are practical and in line with market demands. Verification entails internally analyzing each component of the canvas to ensure that it is logical, consistent, and viable. For example, you would determine whether your Value Proposition actually solves the problems and gains of your Customer Segments, whether your Revenue Streams cover your Cost Structure, and whether your Channels are feasible given your available resources. This method ensures that the business model is internally consistent and has no significant gaps.

Fig. 11 Proposed Business Model Canvas

Validation, on the other side, entails validating the assumptions of your Business Model Canvas in the real world. This may entail obtaining feedback from clients to ensure they value what you are delivering.

V. CONCLUSION AND SUGGESTION

1. Conclusion

This research succeeded in producing answers to the questions posed in the first chapter, which included an initial analysis of the business model of Mie Ayam Bakso Sarangan, the development strategy adopted by the business, and the proposed business model that can be applied for the progress of Mie Ayam Bakso Sarangan. These conclusions are drawn based on the design that has been made in this final project.

1. The initial Business Model of Mie Ayam Bakso Sarangan is as follows:
a. Customer Segment of Mie Ayam Bakso Sarangan is the whole community around.
b. Customer Relationship Mie Ayam Bakso Sarangan is a food taste experience and provides customer loyalty and good service.
c. Value Proposition of Mie Ayam Bakso Sarangan is affordable price, adding diverse menu variants and product flavor quality.
d. Mie Ayam Bakso Sarangan channels are online transportation (Go-food, Grab Food and Shoppe Food) and marketing through social media.
e. The Revenue Stream of Mie Ayam Bakso Sarangan is the sale of the product itself.
f. Mie Ayam Bakso Sarangan is Key Resources are staff and offline outlets as operations.
g. Key Activities Mie Ayam Bakso Sarangan are purchase of raw materials, manage raw materials and production, and sales.
h. Key Partners of Mie Ayam Bakso Sarangan are raw material suppliers.
i. Cost Structure Mie Ayam Bakso Sarangan are electricity water and costs, staff salary costs, venue rental fee, raw material cost of production.

2. Based on the analysis that has been done, the proposed business development strategy is the development of a variety of menus from Mie Ayam Bakso Sarangan and the development of the use of social media and the addition of employees who specifically handle marketing which aims to expand the marketing reach of the Mie Ayam Bakso Sarangan business.
3. Based on the strategy formulated in the previous stage, the proposed business model described by the Business Model Canvas proposed for the Mie Ayam Bakso Sarangan business is as follows.
a. In the Channel block, using social media.
b. In the Key Resource block with additional employees and additional facilities at outlets.
c. In the Key Activities block by increasing sales.
d. In the Value Proposition block, namely adding menu variations.
e. In the Key Partnership block, namely adding raw material suppliers.
f. In the Customer Relationship block, namely adding promos.

2. Suggestion

This research is done by assessing the business perspective for Mie Ayam Bakso Sarangan. The result in this research is proposed the new business model canvas but limited just as the model that need further consideration for the company, The implementation requires more detailed and updated data regarding to the operational, strategical or tactical planning. Future research is suggested to add more details and variables related to the implementation of new business model. Next research can be in the form of operational planning such as for procurement, , information management, production optimization and etc. This model also need to be robustly tested and continuously adjusted that later this model can be more adaptive that help company more resilience for the business or market disruption in the future. Another suggestion is the analysis of business can use more advance method or multidisciplinary approach in order to get more precise and applicable result

REFERENCES

[1] T. Tambunan, "SME development, economic growth, and government intervention in a developing country: The Indonesian story," *Journal of International Entrepreneurship*, vol. 6, no. 4, pp. 147–167, Dec. 2008, doi: 10.1007/s10843-008-0025-7.

[2] P. Hastuti, Agus Nurofik, Agung Purnomo, Abdurrozzaq Hasibuan, Handy Aribowo, and Annisa Ilmi Faried, *KEWIRAUSAHAAN DAN UMKM*, vol. 1. Yayasan Kita Menulis, 2020.

[3] KEMENTERIAN KOORDINATOR BIDANG PEREKONOMIAN REPUBLIK INDONESIA, "Dorong UMKM Naik Kelas dan Go Export, Pemerintah Siapkan Ekosistem Pembiayaan yang Terintegrasi," KEMENTERIAN KOORDINATOR BIDANG PEREKONOMIAN REPUBLIK INDONESIA.

[4] J. M. Pedraza, "The Micro, Small, and Medium-Sized Enterprises and Its Role in the Economic Development of a Country," *Business and Management Research*, vol. 10, no. 1, p. 33, Feb. 2021, doi: 10.5430/bmr.v10n1p33.

[5] A. Osterwalder and Y. Pigneur, *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. 2010.

[6] L. Massa, C. L. Tucci, and A. Afuah, "A Critical Assessment of Business Model Research," *Academy of Management Annals*, vol. 11, no. 1, pp. 73–104, Jan. 2017, doi: 10.5465/annals.2014.0072.

[7] A. Maurya, *Running Lean: Iterate from Plan A to a Plan That Works*, vol. 2. 2010.

[8] Z. Suriono, "Analisis SWOT dalam Identifikasi Mutu Pendidikan," *ALACRITY : Journal of Education*, pp. 94–103, Jan. 2022, doi: 10.52121/alacrity.v1i3.50.

[9] A. Mukhlasin and M. Hidayat Pasaribu, "Analisis Swot dalam Membuat Keputusan dan Mengambil Kebijakan Yang Tepat," *Invention: Journal Research and Education Studies*, vol. 1, no. 1, pp. 33–44, Oct. 2020, doi: 10.51178/invention.v1i1.19.