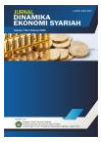
Jurnal Dinamika Ekonomi Syariah
Vol 12, No. 2, 2025, hlm. 559 - 571
http://ejurnal.iaipd-nganjuk.ac.id/index.php/es/index
ISSN-e 2715-7334 | ISSN-P 2654-3567



GREEN BUSINESS CANVAS: KIOSCHEBIBIT'S ENTREPRENEURIAL STRATEGY IN PLANT SEEDLING SUPPLY

Yuni Arianti[1], Ridlwan Muttaqin[2]

[1] Universitas Indonesia Membangun, Bandung, Indonesia
[2] Universitas Indonesia Membangun, Bandung, Indonesia

E-mail: yuniarianti@student.inaba.ac.id

Received: May *Revised: June* *Accepted: July*

ABSTRACT

This paper focuses on formulating development strategies for Kioschebibit using the Business Model Canvas (BMC) approach alongside a SWOT analysis. The goal is to strengthen its competitive positioning and support long-term sustainability in the increasingly dynamic agribusiness sector. Kioschebibit is a micro-enterprise focused on providing plant seedlings, with strong growth potential driven by rising urban farming trends and increased environmental awareness. This research employs a qualitative descriptive method through a case study, utilizing data collection techniques such as observation, interviews, and documentation. The analysis reveals that Kioschebibit's main strengths lie in its product variety, competitive pricing, and use of social media for marketing. However, challenges remain in distribution reach and digital marketing execution. External opportunities such as gardening trends and green initiatives present substantial growth potential, although threats like extreme weather and raw material fluctuations must be addressed. By integrating BMC and SWOT frameworks, this study proposes an adaptive and data-driven entrepreneurship strategy as a foundation for sustainable business development.

Keywords*: Business Model Canvas, SWOT, MSMEs, entrepreneurial strategy, Kioschebibit*

INTRODUCTION

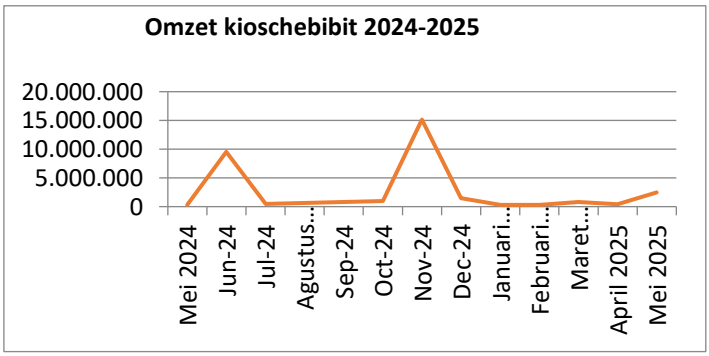
Micro, Small, and Medium Enterprises (MSMEs) are business units managed independently by individuals or community groups that operate on a limited scale in terms of capital, assets, and income. These enterprises typically have a simple organizational structure but play a significant role in expanding employment opportunities, improving community welfare, and driving local economic growth. MSMEs are characterized by limited access to capital, technology, and markets; however, these constraints often serve as strengths, enabling them to be more flexible and adaptive. In the context of national economic development, MSMEs are frequently regarded as a vital pillar due to their large numbers and substantial contribution to the gross domestic product (GDP).

This is an open access article under CC-BY-SA license.

According to Rahmawati & Widodo, (2016), Micro, Small, and Medium Enterprises (MSMEs) not only contribute to national economic growth but also serve as a means of community empowerment through job creation and income distribution, particularly in non-urban areas. The flexibility of MSMEs in responding to market dynamics makes them a resilient sector, especially during times of crisis.[1] To complement the Business Model Canvas (BMC) approach in this study, the author will also incorporate a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to strengthen the identification of both internal and external aspects of the *Kioschebibit* enterprise. This analysis aims to evaluate the business's internal strengths and weaknesses, as well as external opportunities and threats. By integrating SWOT and BMC, it is expected that the resulting strategies will be more precise, realistic, and adaptive to market dynamics and customer needs.

In addressing competitive dynamics and business development efforts, it is essential to formulate appropriate strategies through SWOT analysis in order to identify existing and potential strengths, weaknesses, opportunities, and threats. Kioschebibit was established based on several strategic considerations that support the feasibility and potential of the business. First, there is a substantial market opportunity, as the demand for plant seedlings continues to grow in line with the increasing public awareness of the importance of maintaining a healthy environment.[2] External conditions also have a substantial influence on business performance, both directly and indirectly. Therefore, analyzing external factors becomes a crucial component in formulating business strategies, particularly in the development of a targeted marketing mix.[3]

Figure 1. Yearly Revenue Trends of Kioschebibit



Source: Author's primary data processing, 2025

[1] *Rachmawati, A., & Widodo, B. (2018). Kesadaran Hukum Pedagang Pasar Berkaitan Dengan Retribusi Pasar Guna Menunjang Pendapatan Asli Daerah (Pad)(Studi Retribusi Pasar Di Pasar Kota Kabupaten Bojonegoro). Novum: Jurnal*

[2] *Nurpatimah, S. H., & Wijaya, F. (2024). Strategi pengembangan bisnis pada UMKM makanan sehat Warung Lotek Ibu Cucu". Jurnal nasional manajemen pemasaran dan sdm*

[3] *Lestari, F., & Muttaqin, R. (2024). Formulation of business development strategy through SWOT approach and Business Model Canvas (Case study on MSMEs in Padamulya Village). International Journal of Finance Research*

Over the course of one year, Kioschebibit has experienced fluctuating revenue trends, characterized by sharp increases and declines across different months. A significant revenue peak was observed in the early stages of the business, followed by a sharp drop in subsequent months. Although signs of recovery emerged, revenue continued to demonstrate volatility, with another decline occurring at the start of the following year before gradually increasing again toward mid-year. This instability suggests that sales performance is highly susceptible to external and seasonal factors, such as climate changes, planting cycles, and consumer behavior patterns. In light of these fluctuations, it becomes essential for micro-enterprises such as Kioschebibit to formulate adaptive and data-informed strategies to ensure business continuity and competitiveness. This study therefore aims to analyze Kioschebibit's business model using the Business Model Canvas (BMC) framework and reinforce it through a SWOT analysis. The integrated approach is intended to assess internal and external strategic factors comprehensively and to design practical, resilient strategies that strengthen the company's market position and contribute to its long-term sustainability within the agribusiness sector.

RESEARCH METHOD

Saputro et all (2023) Shifts in consumer behavior in Indonesia have led to a growing preference for online shopping.[4] This method is perceived by Indonesian consumers as a practical and convenient way to fulfill their purchasing needs. [5]Agriawan et all (2025)The internet continues to evolve rapidly, including the growing use of online media that can be accessed anytime and with great flexibility.[5] Muttaqin et all (2023) Social media holds a significant influence in shaping and transforming individual habits, both in terms of social interaction and other aspects of daily communication.[6]

Study employs a descriptive method with a qualitative approach to obtain a comprehensive and in-depth understanding of the phenomenon under investigation. This approach enables the researcher to comprehend the processes, meanings, and subjective perspectives of informants within a real-world context, aiming to gain deep insights into the activities of KioscheBibit, particularly

[4] *Hendra Saputro, A., Suryaningprang, A., Wijaya, F., Muttaqin, R., & Tawaqal, R. S. (2023). Bahasa Indonesia Pemanfaatan Media Sosial Melalui Tiktok Shop Untuk Peningkatan Penjualan Bagi Pelaku Usaha Di Virageawie. Jurnal Abdi Insani, 10(3), 1291–1306*

[5] *Agriawan, A., Rahmi, P. P., & Muttaqin, R. (2025). Pengaruh Kualitas Produk Dan Online Customer Revie Terhadap Kepuasan Pelanggan Pada E-Commerce Tokopedia. Jisamar: Journal of Information System, Applied, Management, Accounting and Research, 9(1), 100–112.*

[6] *Lestari Fitri, & Muttaqin Ridlwan. (2024). Formulation of Business Development Strategy Through SWOT Approach and Business Model Canvas. 5(3).*

regarding business development strategies through the Business Model Canvas (BMC) approach and SWOT analysis. Furthermore, Sugiyono, (2022) states that the qualitative descriptive method is used to analyze and interpret data based on facts found in the field without experimental treatment.[7] The qualitative method was chosen because it can comprehensively describe the real conditions and dynamics occurring in the management of KioscheBibit's business in a holistic and contextual manner. The researcher acts as the primary instrument in the data collection and analysis process, allowing for an in-depth exploration of various channels and other relevant factors.

RESULTS AND DISCUSSION

Strategic Internal and External Analysis of Kioschebibit

A strategic understanding of both internal and external environments is fundamental in determining the direction of business development. For a micro-enterprise like Kioschebibit, which operates in the competitive and seasonal agribusiness sector, identifying its strengths and weaknesses alongside mapping market opportunities and external threats is crucial for building adaptive and effective strategies. Internal factors such as product quality, pricing, and marketing performance represent controllable elements that shape operational capacity and customer value delivery.[8]

Conversely, external conditions such as climate variability, digital consumer trends, and competition from online sellers affect the sustainability of business operations. To structure this analysis, the Internal Factor Evaluation (IFE) Matrix and External Factor Evaluation (EFE) Matrix are employed. These tools provide a weighted and quantified overview of key factors, enabling a more systematic evaluation of Kioschebibit's strategic position. The outcomes of this analysis will guide the formulation of responsive business strategies in subsequent sections.

Table 1. Internal Factor Evaluation (IFE) Matrix of Kioschebibit

	INTERNAL FACTORS	**WEIGHT**	**RATING**	**WEIGHT X RATING**
Strengths				
1	Diverse and high-quality seed products	0,15	4	60
2	Competitive selling prices	0,10	3	30
3	Responsive and friendly customer service	0,10	3	30
4	Active utilization of social media	0,10	3	30

[7] *Sugiyono. (2022).* Metode penelitian kuantitatif, kualitatif, dan R&D. *Bandung: Alfabeta.*

[8] Rahmadini Payla Juarsa & Hanik Atus Sangadah, *Position Analysis and Strategic Recommendations for Business Improvement in The Micro-Small Industry of Oil Palm Post-Harvest Equipment in Kampar Regency, Riau Province*, *Industria: Jurnal Teknologi dan Manajemen Agroindustri*, 12(2), 118–130 (2023). https://doi.org/10.21776/ub.industria.2023.012.02.2

5	Flexible payment system (Cash on Delivery - COD)	0,5	2	10

	INTERNAL FACTORS	WEIGHT	**RATING**	**WEIGHT X RATING**
Weaknesses				
6	Digital marketing is not yet optimized (has not utilized TikTok)	**0,15**	**2**	**30**
7	Distribution remains limited	**0,10**	**2**	**20**
8	Stock maintenance and control are inadequate	**0,10**	**2**	**20**
9	Limited capital	**0,10**	**1**	**10**
10	Management system remains insufficient	**0,5**	**1**	**05**
TOTAL		**1,00**		**2,45**

Source: Processed by the researcher, 2025

A total weighted score of 2.45 from the Internal Factor Evaluation (IFE) Matrix indicates that the internal condition of Kioschebibit is relatively stable, with its strengths and weaknesses moderately balanced. This score places the enterprise in an average internal position, suggesting that while the business possesses some solid advantages such as product quality and customer responsiveness it also faces notable internal limitations, particularly in distribution reach, capital adequacy, and the optimization of digital marketing tools.

Given this internal equilibrium, there remains considerable potential for strategic growth, provided that these internal constraints are addressed through targeted capacity-building and resource allocation. To complement this internal assessment, a systematic evaluation of Kioschebibit's external environment is also necessary. Therefore, the following section presents the External Factor Evaluation (EFE) Matrix, which captures the influence of market trends, environmental dynamics, and competitive pressures on the enterprise's external strategic positioning.

Table 2. External Factor Evaluation (EFE) Matrix of Kioschebibit

	External Factors	**WEIGHT**	**RATING**	**WEIGHT X RATING**
Opportunities				
1	The rising trend of urban farming and gardening	**0,15**	**4**	**60**
2	Growing public environmental awareness	**0,10**	**4**	**40**
3	Potential for government and private greening projects	**0,10**	**3**	**30**
4	Increasing number of social media users as a market opportunity	**0,10**	**3**	**30**
5	Partnership opportunities (resellers and distributors)	**0,10**	**3**	**30**

	External Factors	WEIGHT	RATING	WEIGHT X RATING
Threats				
1	Extreme weather affecting supply	**0,15**	**2**	**30**
2	Pests and diseases affecting seedlings	**0,10**	**2**	**20**
3	Fluctuations in raw material prices	**0,10**	**2**	**20**
4	Competition from other online seed sellers	**0,10**	**2**	**20**
Total		**1,00**		**2,80**

Source: Processed by the researcher, 2025

A total score of 2.80 in the External Factor Evaluation (EFE) Matrix reflects a relatively favorable external environment for Kioschebibit, where the identified opportunities surpass the potential threats. This score suggests that the business operates within an encouraging ecosystem, particularly supported by the growing popularity of urban gardening, increased environmental awareness, and the expanding role of digital platforms. By effectively capitalizing on these trends such as through enhanced social media engagement and the development of strategic partnerships with resellers or community stakeholders Kioschebibit has strong potential to accelerate its market expansion. However, to fully realize this growth, the enterprise must adopt adaptive and proactive strategies to mitigate challenges like extreme weather variability, raw material price fluctuations, and rising competition in the online agribusiness sector.

The results of the IFE Matrix analysis indicate that Kioschebibit's internal condition falls into the relatively stable category. Several key strengths include product diversity, competitive pricing, and the ability to build customer relationships through social media. However, there are still notable weaknesses that impact performance, such as limited distribution, suboptimal digital marketing, and constraints in resources and capital.

On the other hand, the results of the EFE Matrix indicate that the external environment presents more opportunities than threats. The growing gardening trend among the public, increasing awareness of the importance of greening, and the expansion of digital channels as platforms for promotion and sales constitute opportunities that can be leveraged to develop the business. Although challenges such as climate change, fluctuations in raw material prices, and competition from other businesses persist, the overall external conditions remain supportive of business growth. Based on both matrices, Kioschebibit has the potential to continue growing by utilizing its existing strengths and seizing available opportunities. At the same time, it is essential to design strategies

that address internal weaknesses and anticipate external risks to ensure the business remains adaptive and sustainable in the long term.

Table 3. Internal-External (IE) Matrix of Kioschebibit

	Skor EFE : High (3.0 – 4.0)	**Skor EFE:Medium** (2.0 – 2.99)	**Skor EFE: Low** (1.0 – 1.99)
Skor IFE Strong (3.0 – 4.0)	I. Grow & Build	II. Hold & Maintain	III. Harvest or Divest
Skor IFE Average (2.0 – 2.99)	IV. Grow & Build	V. Hold & Maintain	VI. Harvest or Divest
Skor IFE Weak (1.0 – 1.99)	VII. Hold & Maintain	VIII. Harvest & Divest	IX. Harvest & Divest

Source: Processed by the researcher, 2025

The Internal-External (IE) Matrix is a strategic tool used to determine a company's overall position and to propose appropriate strategic directions based on the combined assessment of internal (IFE) and external (EFE) factors. In the case of Kioschebibit, the IFE score of 2.45 and the EFE score of 2.80 place the business in Cell V of the IE Matrix. This cell corresponds to the "Hold and Maintain" strategy quadrant, indicating that the enterprise is operating under moderate internal conditions within a relatively favorable external environment.

Being in Cell V suggests that Kioschebibit should prioritize consolidating and maintaining its current market position while implementing moderate growth initiatives. Specifically, the business is advised to enhance its digital marketing efforts, particularly on underutilized platforms such as TikTok and Shopee, which are known for strong engagement with consumer segments relevant to gardening and urban farming. Moreover, maintaining consistent product and service quality is critical for reinforcing customer loyalty in a highly competitive digital marketplace. Another recommended initiative is product diversification, including the introduction of seasonal or high-demand seed varieties, to address shifting consumer preferences and to sustain competitive relevance.

From a strategic management perspective, this positioning aligns with the stability strategy as articulated by Pearce and Robinson (2013), which emphasizes maintaining existing operations and reinforcing current capabilities while selectively improving weaknesses. Furthermore, according to David & David (2017), firms in this quadrant are encouraged to pursue market penetration or product development strategies, both of which are applicable to Kioschebibit, given the

opportunities available through e-commerce and evolving green consumer trends.[9] By focusing on maintaining its strengths while gradually improving weak areas, Kioschebibit can ensure strategic sustainability and prepare for potential repositioning toward a "Grow and Build" trajectory in the future.

Formulation of Adaptive Strategies Through TOWS and Business Model Canvas

In order to develop sustainable and responsive strategies for Kioschebibit, a dual-framework approach was employed by integrating the TOWS matrix and the Business Model Canvas (BMC)**.** These tools complement each other by offering both a macro-level strategic outlook and a micro-level business model structuring. The TOWS matrix enables a systematic formulation of strategies by mapping internal strengths and weaknesses against external opportunities and threats, thereby providing a structured approach for addressing market challenges and seizing potential growth avenues.

Table 4 presents the TOWS matrix that formulates four strategic combinations: SO (Strengths–Opportunities), WO (Weaknesses–Opportunities), ST (Strengths–Threats), and WT (Weaknesses–Threats). These strategies are aimed at optimizing internal capabilities while minimizing risks and overcoming limitations that may impede business scalability or competitiveness.

Table 4. Matrix TOWS

	Strengths (S)	**Weaknesses (W)**
Opportunities (O)	**Strategy SO (Strength–Opportunities)** -Utilize social media to reach the urban farming market. -Offer high-quality seedlings aligned with greening trends and healthy lifestyle preferences. -Establish partnerships (resellers) to expand distribution networks.	**Strategy WO (Weakness–Opportunities)** - Expand digital promotion to new platforms such as TikTok and marketplaces. -Participate in business training or incubation programs to enhance managerial capacity and distribution. -Access MSME financing or funding opportunities from government and private sectors.
Threats (T)	**Strategy ST (Strength–Threats)** -Maintain product and service quality to face competition in the same business sector. -Ensure a smooth seed supply chain even under extreme weather conditions.	**Strategy WT (Weakness–Threats)** -Manage stock and production more systematically to minimize the impact of pests and weather conditions. -Create raw material reserves and backup systems to reduce supplier dependency.

[9] Fred R. David & Forest R. David, *Strategic Management: A Competitive Advantage Approach*, *Concepts and Cases*, 16th ed. (Boston: Pearson Education, 2017), 273.

	-Showcase the visual superiority of products on social media to attract loyal customers.	-Reduce reliance on a single product type by diversifying seed varieties.

Source: Processed by the researcher, 2025

To support the strategic direction with a more operational framework, Table 5 outlines Kioschebibit's Business Model Canvas. This canvas breaks down nine key building blocks ranging from customer segments to cost structure and revenue streams, which together portray the enterprise's value creation, delivery, and capture mechanisms. By aligning the TOWS strategies with the BMC components, Kioschebibit is positioned to adopt a holistic and adaptive entrepreneurial roadmap that ensures long-term sustainability and market relevance in the green business sector.

Table 5. The Nine Elements of the Business Model Canvas of Kioschebibit

Key partners	**Key Activities**	**Value Propositions**	**Customer Relationships**	**Customer Segments**
-Local farmers as seed suppliers. -Expedition and logistics services. -Plant influencers or urban farming communities. -Government MSME programs. .	-Seed production and maintenance. -Digital marketing (content creation, promotion). -Packaging and shipping. -Customer relationship management and feedback handling.	-High-quality, ready-to-plant seedlings. -Affordable prices with responsive service. -Fast delivery and flexible payment system (Cash on Delivery). -Plant care education through social media content.	-Free consultation and educational services. -Fast response chat support. -Loyalty programs or discounts for regular customers. -Feedback collection through testimonials and reviews.	-Ornamental and fruit plant hobbyists. -Urban farming communities. -Beginner farmers and households. -Private and government institutions involved in greening projects. .
	Key Resources		**Channels**	
	-Quality seed stock. -Social media and digital marketing networks. -Local workforce. -Relationships with seed-supplying farmers.		- Facebook and Instagram. - WhatsApp and marketplaces (Shopee/Tokopedia). - Direct sales at the business location. .	
Cost Structure			**Revenue Streams**	
-Purchase of seeds and raw materials. -Promotion and online advertising costs. -Shipping and packaging expenses. -Operational costs for the kiosk and staff.			-Sales of plant seedlings. -Sales of plant and pot packages. -Partnerships with resellers or dropshippers. -Potential revenue from greening projects.	

Source: Processed by the researcher, 2025

The Business Model Canvas (BMC) framework provides a structured overview of Kioschebibit's entrepreneurial operations across nine fundamental elements.

a. Key Partners. Kioschebibit actively collaborates with several strategic partners, including local farmers as the main seedling suppliers and logistics companies for distribution purposes. Additionally, partnerships are fostered with urban farming communities, plant influencers, and relevant government MSME support programs. These collaborations not only support operational continuity but also facilitate promotional and educational outreach.
b. Key Activities. The core operational activities include seed cultivation and maintenance, content-based digital marketing, packaging and shipping logistics, and systematic customer relationship management. These activities are integral to ensuring quality control and enhancing customer satisfaction.
c. Value Propositions. Kioschebibit delivers value through its high-quality, ready-to-plant seedlings offered at competitive prices. It also provides fast delivery options and flexible payment systems such as cash on delivery (COD). Beyond transactional value, it offers educational content on plant care via social media, thereby positioning itself as both a marketplace and a platform for environmental learning.
d. Customer Relationships. The business emphasizes responsive customer service through real-time communication platforms and follow-up feedback systems. Engagement strategies include loyalty programs, discounts for repeat customers, and the dissemination of informative content to build trust and long-term relationships.
e. Customer Segments. Its target market encompasses a diverse range of consumers, including ornamental and fruit plant enthusiasts, beginner gardeners, urban farming advocates, as well as institutional buyers such as schools and government greening programs.
f. Key Resources. Kioschebibit's resource base includes a reliable inventory of seed stock, robust social media infrastructure, local workforce for operational execution, and strong supplier relationships that ensure a consistent supply chain.
g. Channels. Multiple distribution and communication channels are employed, including social media platforms (Facebook, Instagram), messaging applications (WhatsApp), and online marketplaces (Shopee, Tokopedia). These are complemented by direct sales from the business's physical location, enhancing accessibility.

h. Cost Structure. The main cost components include procurement of seeds and inputs, digital marketing expenditures, shipping and packaging, and daily operational costs. Efficient cost management is vital to sustaining price competitiveness.
i. Revenue Streams. Revenue generation stems from various sources: direct seedling sales, bundled plant-and-pot offerings, reseller collaborations, and participation in institutional or government-led greening projects.

The integration of the BMC into Kioschebibit's entrepreneurial model reveals alignment with Osterwalder and Pigneur's (2010) proposition that a well-structured business model enables clarity, innovation, and customer-centric value creation. Moreover, the business's strength in utilizing digital platforms, community-based partnerships, and adaptive marketing demonstrates its potential to achieve competitive advantage in a niche yet growing sector.[10] The BMC framework also reflects the principles of dynamic capabilities theory (Teece, Pisano, & Shuen, 1997), which emphasizes the importance of sensing opportunities, seizing them through resource alignment, and transforming organizational processes in response to environmental shifts.[11] Kioschebibit's responsiveness to trends such as urban farming and eco-conscious consumerism exemplifies this theory in practice.

In conclusion, the application of the Business Model Canvas enables a holistic understanding of Kioschebibit's operational dynamics, revealing both strengths and areas for improvement. When combined with the TOWS analysis, this framework offers a roadmap for sustainable growth through targeted strategic actions. By continuing to innovate, strengthen its partnerships, and enhance digital marketing capabilities, Kioschebibit is well-positioned to reinforce its market presence and contribute meaningfully to local agribusiness ecosystems.

CONCLUSION

The business development strategy of Kioschebibit can be strengthened through the integration of the Business Model Canvas (BMC) approach and SWOT analysis. The evaluation of internal (IFE) and external (EFE) factors places Kioschebibit in the "Hold and Maintain" category, indicating that the business possesses a stable foundation and clear growth opportunities if internal weaknesses are addressed with appropriate strategies. The key strengths lie in the diversity of

[10] Alexander Osterwalder and Yves Pigneur, *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers* (Hoboken: John Wiley & Sons, 2010), 14–32.

[11] David J. Teece, Gary Pisano, and Amy Shuen, "Dynamic Capabilities and Strategic Management," *Strategic Management Journal* 18, no. 7 (1997): 509–533, https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z.

products, competitive pricing, and the use of social media for marketing. Meanwhile, weaknesses such as limited distribution, suboptimal digital marketing, and capital constraints present challenges that must be addressed promptly. External opportunities arising from urban farming trends, increasing environmental awareness, and the potential for strategic partnerships can be leveraged to expand market reach. Recommended strategies include expanding digital distribution channels such as TikTok and online marketplaces, diversifying seed products based on market demand, and enhancing managerial capacity and inventory management. By prioritizing innovation, adaptability, and the utilization of digital technology, Kioschebibit holds promising prospects for sustainable growth in the agribusiness sector.

REFERENCES

Agriawan, A., Rahmi, P. P., & Muttaqin, R. (2025). Pengaruh Kualitas Produk Dan Online Customer Revie Terhadap Kepuasan Pelanggan Pada E-Commerce Tokopedia. *Jisamar: Journal of Information System, Applied, Management, Accounting and Research*, *9*(1), 100–112. https://doi.org/10.52362/jisamar.v9i1.1710

Agustiani, W. E., & Isharina, I. K. (2023). Analisis Strategi Pengembangan Bisnis Dengan Pendekatan Business Model Canvas Dan Swot. *Jurnal Kewirausahaan Dan Inovasi*, *2*(2), 331–344. https://doi.org/10.21776/jki.2023.02.2.04

Ariffianto, R. R., & Santoso, B. (2024). Pemanfaatan Business Model Canvas (BMC) Dan Analisis SWOT Dalam Mendesain Strategi Peningkatan Efektivitas UMKM Sidizert. *Musyawarah: Jurnal Pengabdian Masyarakat*, *2*(1), 66–74. http://jurnal.anfa.co.id/index.php/musyawarah/

Candraningrat, C., Yurisma, D. Y., & Mujanah, S. (2021). Pengembangan strategi bisnis Melalui BMC (Business Model Canvas) dan strategi pemasaran bagi UMKM Sari Delight Surabaya. *Tekmulogi: Jurnal Pengabdian Masyarakat*, *1*(1), 11–22. https://doi.org/10.17509/tmg.v1i1.34295

David, F. R., & David, F. R. (2017). *Strategic management: A competitive advantage approach, concepts and cases* (16th ed.). Pearson Education

Dwijayati, G. N., & Andriani, D. (2024). strategi pengembangan bisnis menggunakan pendekatan bmc dan analisis swot dalam upaya meningkatkan daya saing (studi kasus pada cv kembar promosi). *Administrasi Bisnis*, *4*(2), 61–75.

Farhana, A., Sari, T. N., & Rosalina, U. A. (2025). Analisis SWOT dan Business Model Canvas (BMC) pada Perusahaan UMKM Supplier Unggas. *Jurnal Abdimas PHB*, *8*(2), 377–387.

Hendra Saputro, A., Suryaningprang, A., Wijaya, F., Muttaqin, R., & Tawaqal, R. S. (2023). Bahasa Indonesia Pemanfaatan Media Sosial Melalui Tiktok Shop Untuk Peningkatan Penjualan Bagi Pelaku Usaha Di Virageawie. *Jurnal Abdi Insani*, *10*(3), 1291–1306. https://doi.org/10.29303/abdiinsani.v10i3.1000

Kesuma, F. R., & Sutjipto, M. R. (2024). Analisis Strategi Bersaing Dengan Pendekatan Swot Dan Business Model Canvas (BMC) Dalam Meningkatkan Pendapatan Jasa Kurir Dan Logistik PT . Pos Indonesia. *E-Proceeding of Management*, *11*(5), 4477–4485.

Lestari Fitri, & Muttaqin Ridlwan. (2024). *Formulation of Business Development Strategy Through SWOT Approach and Business Model Canvas*. *5*(3).

Mulyana, A., & Muttaqin, R. (2024). Formulasi Perancangan Strategi Pengembangan Usaha UMKM Masakan Khas Sunda Warung Nasi Teh Imas Dengan Analisis SWOT Dan Business Model Canvas Realisasi penghasilan Tahunan Warung Nasi Teh Imas. *JEMSI: Jurnal Ekonomi, Manajemen, Dan Akuntansi*, *10*(6), 3219–3227.

Nabila, S., Aulia, F. N., Bakti, A. M., Pramesti, K. A., Zahra, I. T., & Kartika, L. (2024). Analisis Strategi Bisnis Menggunakan SWOT, BMC, dan Balance Scorecard pada UMKM AC. *Jurnal Manajemen Kreatif Dan Inovasi*, *2*(3), 25–38. https://doi.org/10.59581/jmki-widyakarya.v2i3.3610

Osterwalder, A., & Pigneur, Y. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*. John Wiley & Sons.

Prabowo, D. A., Wolok, E., & Junus, S. (2025). Penerapan business model canvas sebagai alternatif strategi bisnis pada UKM Rumah Karawo. *Jutin: Jurnal Teknik Industri Terintegrasi*, *8*(1), 416–425.

Putri, S. S., Suryaningprang, A., Herlinawati, E., & Sumawidjaya, R. N. (2025). Strategi Pengembangan Berkelanjutan Merk Couple Project Menggunakan Analisis SWOT dan Metode Business Model Canvas. *Jurnal Ilmu Sosial, Manajemen, Akuntansi, & Bisnis*, *6*(2), 88–98.

Raesalat, R., Fauzan, H. S., & Agustin, L. (2024). Swot Analysis Business Model Canvas Dalam Strategi Pengembangan Desa Wisata Tepas Papandayan. *Jurnal Paradigma*, *13*(2), 37–52.

Rahmawati, H., & Widodo, H. (2016). *KESADARAN HUKUM PEDAGANG PASAR BERKAITAN DENGAN RETRIBUSI PASAR GUNA MENUNJANG PENDAPATAN ASLI DAERAH (PAD) (Studi Retribusi Pasar Di Pasar Kota Kabupaten Bojonegoro)*. *9*, 1–23.

Sugiyono. (2022). Metode penelitian kuantitatif, kualitatif, dan R&D. In *Metode penelitian kuantitatif, kualitatif, dan R&D. Bandung: Alfabeta*.

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, *18*(7), 509–533. https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z

Wijaya, F., & Nurpatimah, S. (2024). Strategi Pengembangan Bisnis Pada UMKM Makanan Sehat Warung Lotek Ibu Cucu. *Jurnal Nasional Manajemen Pemasaran & SDM*, *5*(2), 229–241. https://doi.org/10.47747/jnmpsdm.v5i2.1833

Payla Juarsa, Rahmadini & Atus Sangadah, Hanik. *Position Analysis and Strategic Recommendations for Business Improvement in The Micro-Small Industry of Oil Palm Post-Harvest Equipment in Kampar Regency, Riau Province*, *Industria: Jurnal Teknologi dan Manajemen Agroindustri*, 12(2), 118–130 (2023). https://doi.org/10.21776/ub.industria.2023.012.02.2