

The Creative Business Development Strategy of Mahkota Jati Furniture in Bantan (Business Model Canvas)

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Abstract

This study aims to determine the right strategy for developing a furniture business that can be applied to Mahkota Jati by using the Business Model Canvas approach To Mahkota Jati business in Bantan, Bengkalis. The type of research used by the author is qualitative observation. Data collection techniques in this study were interviews, observation and documentation. The object of this research is the Mahkota Jati furniture business in Bantan. The results of this study indicate that the most powerful element of the Mahkota Jati business model is the key to partnership, followed by the element's value proposition. From the results of the SWOT analysis for the development of business models, it is recommended that the Mahkota Jati business develop relationships with customers. In addition, it is also recommended to repair key resources.

Keywords : development strategy, business model canvas, swot analysis..

1. PENDAHULUAN

Business management in the era of globalization is always changing, if Entrepreneur want business to exist and survive, Entrepreneur need to keep up with environmental developments that are not static or change all the time. Business Development is determined by the ability to build a strategy. Because with a strategy, a business can help provide awareness about the direction want to go. Every business must use a strategy to grow its business. Not only big businesses that have a strategy, small companies also have to be managed strategically that their business is more advanced.

According Nasfi (2021) explains about strategy is the key to success in business, strategy is one of the most important factors in survival and competition in business development in terms of innovation through the use of its human resources as an effort to meet the needs of its customers. In addition, strategy is also defined as a comprehensive activity plan that is systematically arranged and is general in nature, because it can be known by everyone who runs a business, but what are the tactics in a business. Efforts to implement the strategy in achieving the goals that have been implemented, must be kept secret and not everyone can know about it. Thus, business strategy can be defined as a comprehensive general approach that directs the main actions of the company.

Moreover, the meaning of strategy is a pattern of decisions in a business that determines and discloses goals, purposes and objectives that produce policies, plans to achieve goals. Business strategy applies to all companies, be it large companies or small companies, and business strategy only focuses on determining how the company will compete and positioning itself among its competitors. Therefore business strategy most often starts with what can happen not what happens. Purpose of this business strategy is to face and outperform competitors.

According to Kartajaya 2002 in Kurniawan (2018) Marketing is not only one of the company's functions, but is a strategic business concept which contains positioning,

differentiation and branding. Marketing is very important in order to increase added value and increase revenue. Every marketing strategy must take into account contemporary knowledge and the increasingly stringent requirements of marketing activities increase the effectiveness in applying that knowledge. While all can significantly increase the sales in accessing the market, there are also facing increased competition.

The problem that is being faced in the field of the Mahkota Jati craft industry which is located at street Bantan (Bengkalis Bantan Border) is a lack of marketing problems that many do not know about the teak crown business. Even though their business has been established for 4 years, the business is still not developing well. The problems faced by small entrepreneurs can be overcome if there is a balance between improvement efforts from the internal and external sides, namely by improving the quality of human resources thus entrepreneurs are able to improve business management.

From the description above, The Mahkota Jati on Bantan Bengkalis Regency needs to implement the right business development strategy that the business continues to be known by the wider community, researchers are interested in researching about "Mahkota Jati business development strategy in Bantan "Business Development Strategy for The Mahkota Jati in Bantan".

2. TINJAUAN PUSTAKA

In conducting research on "The Strategy of Developing Mahkota Jati Furniture Business in Bantan" The Author needs to review related studies that have been done before. Here the researchers took several studies related to The Strategy Of Developing Mahkota jati Furniture Business. This is expected to provide a general perspective that is useful in the research conducted. This is expected to provide a general perspective that is useful in the research being conducted

The first based on research conducted by Fourqoniah et al (2021) with the title "Business Roadmap Model" A Review of Research" The results of this study are one of the developments of business model that business organizations can be used to run and develop a business. Practical business organizations can implement the Business Roadmap. The Business Roadmap provides more comprehensive overview of the important elements in business. Pillar contains in the Business Roadmap is used as a tool for help analyze business weaknesses done, formulate the best strategy for each element and make sure implementation in the market.

The second research by Rahmana et al (2021) with the title "Innovation of the Indonesian Integrated Timber Depot Business Model for the Furniture Industry" The continuous innovation of this business model is realized through vertical integration into the furniture industry. Based on the feasibility analysis, this business model has a feasibility in terms of investment for 5 years. In the future, the wood depot in this business model can be applied to industrial players in Indonesia.

The continuous innovation of this business model is realized through vertical integration into the furniture industry. 7 The third research carried out Putri et al (2021) with the title, "Strategies in Developing Creative Economic Activities Based On Local Wisdom" These results explain that the efforts made to develop creative economy products based on local wisdom are market penetration, market development and product development. Meanwhile, the efforts made by the government are preparing incentives for business actors, conducting creative economic training, and increasing the use of technology.

The fourth based on by Shome et al (2020) With the title "Creative Approach To Furniture Business Opportunity in India". In this research have made an effort through exploratory research to understand various aspects of the furniture market in India. Several important facts such as the availability of a faster and cheaper internet, the availability of smart gadgets including Smartphones, the role of small and medium enterprises in the production or

integrator of furniture, imports of wood as the main raw material, etc. were found. Also, the growth of electronic payments and digitization was found to be related to the expansion of the furniture market in India.

And the last research conducted by Mascarenhas et al (2020) With the title "Assessment of the quality of teak (*Tectona grandis*) wood from trees growing in multi-stratified agroforestry systems established in the Amazon rainforest area". This study aims to characterize the quality of teak wood produced at AFS regarding the characteristics of the technology and the best results using it. Timber was sampled from the multi-stratified AFS located in the midwestern region of the Brazilian state of Rondônia, more specifically in the previously deforested Amazon region. Teak wood from AFS achieves the minimum requirements for structural applications, with properties suitable for use in the manufacture of decks, partitions and, residential floorin

3. METODE PENELITIAN

This research was conducted in Mahkota Jati, Bantan area, Bengkalis City. The object of this research is business development strategy which is analyzed through the business model canvas Canvas which consists of 9 elements, namely: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. business model canvas analysis can provide input for the Mahkota Jati Business in developing the business. The type of research used in this study is observational. Observational is research conducted by observation. In this study, observing problems in the development of the Mahkota Jati business for the management of the teak wood furniture business. The population in this study were all Bengkalis people who had visited Mahkota Jati. This study uses several methods for collecting research data, namely as follows: Interview, Observation, and Documentation.

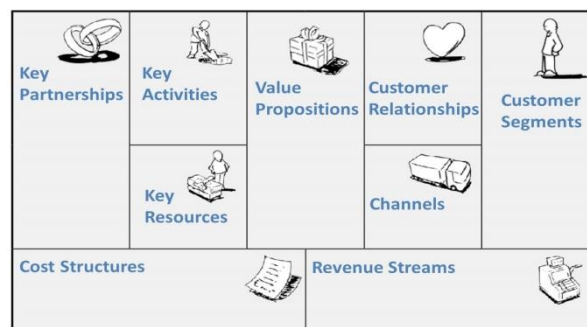


Figure 1. Business Model Canvas
Source: <https://www.google.com>

4. HASIL PENELITIAN DAN PEMBAHASAN

This Mahkota Jati is an individual business located on Jalan Bantan (Border of Bengkalis Bantan) owned by Pak Indra Pratama. Those who usually process teak wood from Jepara, of course, the quality of the kayu jati is very good. The Mahkota jati business has been established since June 2017 for about 5 years in the delivery process both within the city and outside the city.



Figure 2. Production place Mahkota Jati

Source: processed Data, 2022

Mr. Indra Pratama started the Mahkota jati business because the teak market in Bengkalis is still in great demand by the community. From the past until now, Mahkota Jati has a very high economic value compared to other woods so that the Mahkota jati business can survive and run smoothly until now. The description of Mahkota Jati uses the Business Model Canvas which consists of 9 elements, namely: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure.

4.1 Strategy Development Elements Business Model Canvas

1. Costumer Segment.

Based on an interview with the owner of the Mahkota Jati business, namely Mr Indra Pratama about the customer segment that was targeted by the Mahkota jati since the beginning of its formation is to reach the middle-sized, customer segment used by the Mahkota Jati is less good Therefore it is necessary to pay attention to the development of the canvas business model because it wants to expand the market share so that the Croton Jati will be known to the general public.

2. Value propositions

Of course for the production value of Mahkota Jati goods must be the good quality of service and the quality of the goods it self so that it does not disappoint mahkota Jati customers in buying goods according to customer wishes. Values are continuously pressured by the Mahkota Jati party in the hope that customers become more loyal so the proposition of the value is expected to be added to the variation of the sculpture to remain more attractive. Because the nature of the value proposition is the attraction for the buyer to the products offered by the company, that it can satisfy consumer satisfaction. In addition, by innovating on the products offered can increase the flow of revenue

3. Channel

The Mahkota Jati business channel needs to create social media and then carry out online promotions. In addition, it also increases distribution links to furniture retail stores to increase sales.

4. Costumer relationships

The type of relationship that can be suggested for Mahkota Jati is maintaining a personal relationship with the customer which is expected to increase customer satisfaction. Therefore that can work together with people who are active on social media by helping to promote the Mahkota Jati business.

5. Revenue streams

Based on the interviews, it can be seen that one of the sources of income for Mahkota Jati is royal customers. using a type of recurring income stream that is generated through continuous payments, namely initial payments and final payments or the remainder of the total cost that consumers must pay from selling or manufacturing products. Mahkota Jati only relies

on one income stream, researchers have a suggestion to create other income streams in the Mahkota Jati Business.

6. Key resources

Then on key resources, additional employees should be added to handle several parts of the Mahkota Jati business so that they are able to have creativity in creating digital marketing content. Because this main resource can help the Mahkota Jati Business in building its business.

7. Key activities

The researcher has several suggestions for the main activities of the Mahkota Jati Business, namely holding promotional activities through platforms or networks, especially social media, which is currently a marketing trend such as Instagram and Facebook so that they can change conventional promotions which are currently only word of mouth. This marketing will reach a wider range of consumers.

8. Key partnerships

Key partnerships describe the network of suppliers and partners that make the business model work. The Mahkota Jati business establishes partnerships as the basis for many business models. Companies create alliances to optimize their business models, reduce risk, or acquire resources.

9. Cost structure

In the cost structure there are additional costs for digital marketing so that it affects the addition of internet network costs. This additional cost supports a broader marketing strategy.

4.2 SWOT Analysis

1. Strength

Mahkota Jati business has determined the customer segment that will be studied, thus facilitating the value proposition to be offered, the quality of wood jati from Jepara that is definitely already guaranteed quality, buildings and warehouses owned, have a workforce that comes from Java of course have good skills and expertise. Always maintain a good relationship with customers.

2. Weakness

The market share is still not large This needs to be enhanced so that the crown enterprise is more widely known by the general public, and the second barrier is that the capital enterprise remains limited to the development of the croton enterprise.

3. Opportunities

The Mahkota Jati enterprise already has many satisfied customers both in terms of the quality of the goods produced and the services of this crown JATI enterprise, furniture is still very needed by the community, and the income level of this furniture enterprise is high.

4. Threats

There is no price benchmark for goods in the furniture business market so it is difficult to determine the price of goods and threats that both the influence of the weather so that the production process is controlled.

4.3 Obstacle and Solution 9 Element Business Model Canvas

1. Customers Segment.

The barrier faced by the customer segment of the Mahkota Jati is that this business does not cover all sectors, only the middle upstream because the Mahkota jati business requires relatively high costs. The solution for the customer segment element of the Mahkota Jati business is to further expand the market segment so that it is not only aimed at the market share,

without customers the company can not last long. By expanding the market share will increase the sales that end up on the expected profit.

2. Value Propositions .

The obstacle facing the value proposition element of the Mahkota Jati is about the old model so that the servant is not interested. The solution is to add the scratch model following the trend of the times. By adding the carving model and following the developments of the times make customers in the Mahkota Jati business interested in the new carving.

3. Channel.

The obstacle faced by the element of the Mahkota Jati channel is that this effort has not had cooperation between the perpetrators of furniture outside the island of Bengkalis. The solution is that this business must establish cooperative relationships with other entrepreneurs. This strategy is very beneficial and very useful to minimize threats that exist outside of the Mahkota Jati business. cooperation can also help reduce risk in a competitive environment

4. Customer Relationship

The obstacle faced by the elements of the customer relationship of the Mahkota Jati is this endeavour to have customers that are easily overrated at a cheaper price with unsecured quality. The solution is to maintain the quality of service to the consumer by ining quality service to consumer means indirectly ining consumer confidence to maintain consumer demand competition and maintain a good relationship with the customer and always give a positive impact on the customer. Because if consumers feel served and satisfied, consumers will not get bored of subscribing.

5. Revenue Streams

The obstacle facing the element of the Revenue Flow of Jati is this effort relying only on one stream of income from the sale of goods in the form of wooden furniture.

6. Key Resource.

The obstacle facing the key resources element of the Mahkota Jati is that this business only has one person, which causes the obstacle to deal with some parts of the crown jati business. The solution is this Mahkota jati effort should continue to develop this mahkota Jati business by displaying superior quality goods for promotional materials in social media content. As we know the advantage of Japanese wood is good quality so customers do not hesitate in choosing furniture as home accessories, so the income will be more advanced.

7. Key Activities

The main obstacle facing the main activity element of the Mahkota Jati is that this business is less doing online promotion activities on social media and offline so many do not know the existence of this Mahkota Jati. The solution is this effort to increase human resources and multiply resources so that the work is easier to focus on the individual work and improve the quality. Human resources can be done with employee training, this effort is done in order to meet consumer needs and improve image in the competing environment.

8. Key Partnership

The obstacle facing the element of the Main Partnership of the Crown Jati is that this business cooperates with the network of wood jati suppliers from Jepara so it takes a long time for the process of delivering goods that can result in the production process of goods. The solution of the Mahkota Jati partnership is to find local wood with good quality so that the process of receiving raw materials is faster and can also reduce the cost of delivery of raw materials.

9. Cost Structure

The obstacle faced by the element of the cost structure of the Mahkota of Jati is the capital of the business that is still minimal so that it can not produce more good olution is that the government should pay more attention to the already existing efforts so that the business in Bengkalis can grow and together solve the problems of its upcoming funding.

5. KESIMPULAN DAN SARAN

The results of the Canvas Model Business mapping showed a need for a new strategy change as there are still potential and unserved market segments whose capacity has not yet met customer demand. And there are strategic issues in the SWOT identification that has been done against the nine elements of the Business Model Canvas. Strategic issues such as wood quality excellence become a strategic force. Further, there are strategic weaknesses that need to be addressed such as a market share that is not yet wide enough to be known by the general public, and limited enterprise capital for the development of the enterprise that results in a lack of ability to meet customer demand for the element of the Main Resource. The Canvas Business Model is assisted by swot analysis which can be used as a choice of strategy to be applied to the Mahkota Jati Business in the future, because by using this strategy the Mahkota Jati business will be more easily controlled so that this business will be more advanced and focused in the future.

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