Business Model Canvas and SWOT Analysis as a Development Strategy Frozen Food Culinary Industry

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ABSTRACT

Objective – The purpose of this study is to analyze the business condition of the home industry Frozen Food Pempek Palembang Kukuinutri using Business Model Canvas. Next, to create a new Business Model Canvas Frozen Food Pempek Palembang Kukuinutri, the scope of this research is focused on analyzing Business Model Canvas along with internal (importance and performance) and external (industry competition) factors of home industry Frozen Food Pempek Palembang Kukuinutri, as well as the formation of new business models using BMC based on future industries. **Methodology –** The research method used is descriptive with a qualitative approach. Data collection was carried out using interview techniques with the owner of Frozen Food Pempek Palembang Kukuinutri. This type of research is a case study. The analysis technique used is SWOT analysis to see the weaknesses and threats faced by optimizing the advantages and opportunities owned and business mapping using the Business Model Canvas (BMC). **Findings –** This research produces solutions that can be used by business owners to be able to expand market reach on the Value Proposition element by attending business development training so that the products produced are more varied, Channel elements to add channels by participating in Bazar Events, Key Resources elements by creating production houses and more competent workforce, Key Partner elements to make halal logo certification and BPOM. **Novelty –** The results of this research will later be used to create strategies to increase revenue streams, especially for planning offline store openings.
Keywords: Business Model Canvas; SWOT; Culinary Industry

I. INTRODUCTION

The year 2020 is full of challenges for the food industry because the Covid-19 pandemic has changed people's behavior. The habit of eating out, which has become a lifestyle, has changed; people prefer to cook and eat food at home with family. This condition encourages culinary business people to innovate in order to maintain their business in limited circumstances. One way is to build a culinary business that has an online store. Therefore, every culinary business needs to rethink its business strategy with new strategies and methods so that it can be a solution for today's consumers (Octavanny, 2021).

After the Covid-19 pandemic, a new normal has emerged. The new normal, especially in the economic sector, aims to restore community activities. One is to increase income for those temporarily lost due to restrictive policies (Kumala & Junaidi, 2020). However, this does not necessarily revive the economy in Indonesia, especially in the culinary sector, where many MSMEs are still experiencing crises and needing

help adapting to current conditions. Seeing this, the government recently issued a policy related to imposing Community Activity Restrictions during the new normal. Food and beverage MSMEs need to start adapting to digitalization if they want their businesses to survive and thrive in the new normal era. The solution for MSMEs to continue to do business, reach more consumers, and expand market share is to expand networks and capitalize on sales through e-commerce and technological innovation (Hardilawati, 2020). However, MSMEs also need to pay attention to something that is not less important, namely customer service. MSMEs must provide optimal service to consumers (Tripayana & Pramono, 2020) because improving product quality and service quality positively and significantly impacts consumer satisfaction, service quality, and customer loyalty to MSMEs. This phenomenon follows research by Hardilawati (2020), which shows that not all MSMEs experience decreased income and business closures. In this new normal, some MSMEs can still survive and increase sales revenue due to adjustments to products and services.

MSMEs are inseparable from the entrepreneurs who run the business. Business is no longer seen as an area of work reserved for a specific group of people, but the current digital age shows that business has a wide reach. Changing attitudes towards business development means opening up a new mindset so that people can take advantage of existing opportunities. In the business world, entrepreneurs need to be equipped with various skills to support business development (Rahayu et al., 2022).

Entrepreneurs are always action-oriented and are only satisfied if they deal with theory rather than business practice. By achieving this action-oriented mindset, an entrepreneur is encouraged to think critically by looking at existing business phenomena (Octavanny, 2021). Similarly, Home Industry Frozen Food Pempek Palembang "Kukuinutri" is located in West Jakarta, Indonesia. During the pandemic, this cottage industry was established in 2020 as the first frozen food *pempek* producer in West Jakarta. Frozen Food Pempek Palembang "Kukuinutri" has attracted the attention of people who want to serve ready-to-eat food without leaving the house. It attracts public attention because it tastes good with a variety of *pempek* menus, packaging using grade A vacuum plastic with a unique design using "besek," which is a sign of the uniqueness of Indonesian products, suitable for delivery or gifts.

Moreover, *pempek* production continues to increase due to high demand during the pandemic thanks to effective digital marketing strategies using effective social media and e-commerce distribution channels. However, over time, Frozen Food Pempek Palembang Kukuinutri needed more support in managing its human resources. In addition, Kukuinutri wants to increase consumer trust by providing halal logo certification for its products, but it is still constrained in the channel partner section.

The interviews show that business owners do not have an appropriate strategy to maximize human resources working in "Kukuinutri." A business consists of many different complexes, which are the building blocks of a consolidated entity. Achieving maximum goals will require building a suitable business model so that business owners are not afraid to compete with cheaper competitors (Susilowati, 2021). A tool used to shape the complexity of a business on a piece of paper by dividing business components into nine elements is known as the Business Model Canvas (BMC). BMC has nine key elements describing how entities create value and derive consumer benefits (Wardhanie & Kumalawati, 2018). These factors include customer segmentation, value proposition, channels, customer relationships, revenue streams, key activities, key partnerships, essential resources, and cost structures (Suwarni & Handayani, 2020).

The need for another strategic analysis that can help businesses expand their reach in the market is known as a SWOT analysis (Syah et al., 2021). This analysis can help entrepreneurs shape their business strengths and parallel the business' weaknesses. Moreover, SWOT analysis is also used to map out what is an opportunity (Opportunity) and even what is a threat to the business (Threat). SWOT analysis is an assessment of internal factors, including strengths and weaknesses of the business, and an assessment of external business factors, namely opportunities and threats, in which this analysis is linked closely with the Business Model Canvas (Setyorini & Santoso, 2017). The two strategies complement each other, and businesspeople must understand to compete. The above view provides a discourse that SWOT analysis is

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used in business mapping and its development. SWOT analysis is also used to discover new strategies for an organization.

In accordance with the above problems, it can be concluded that business actors, especially MSMEs, need to be equipped with various capabilities based on an understanding of strategies to face business competition. The initial research results through interviews and observations show that business owners have not carried out business mapping with the Business Model Canvas (BMC) approach and identifying business problem solving, namely retaining customers and even expanding market reach during rapid culinary business competition using SWOT analysis.

As a result, the author recognizes that the business owner must manage the development strategy for the company in the frozen food sector. Thus, a SWOT analysis paper and Business Model Canvas (BMC) have been developed due to the desire to compile the outcomes of MSME to help determine frozen food business development plans.

II. LITERATURE REVIEW

Business Model Canvas

The business model has been referred to as a statement, a description, a representation, an architecture, a conceptual tool or model, a plan, an assumption, a structural template, a method, a framework, a pattern, and a set (Morris et al., 2005; Zott et al., 2011). Business model canvas is an instrument that provides a clear interpretation of what companies need to achieve and focus on the strategic elements that are most important and will have the greatest impact on business (Amanullah et al., 2015).

Osterwalder and Pigneur (2010) describes the development of a business model canvas through nine key keys described through nine building blocks that can help a company or an organization to create sales value. and increase profits from what is compiled in this Business Model Canvas. The nine main keys include:

1. **Customer Segments**

   Customer segmentation is the process of grouping customers based on commonalities (Wang, 2022). The activity of determining consumers who are the target market of the business venture to be developed. Which consumer groups will become customers and what are their characteristics. What are their opinions, lifestyles and attitudes so that the products or services offered are in accordance with their needs. This consumer segmentation is usually classified in the form of demographics (e.g., age, gender), geography (e.g., regions where consumers live), psychology (e.g., consumer behaviour or habits)

2. **Value Propositions**

   The determination of value capable of meeting customer needs. The value provided must also have benefits and features that differentiate it from the value offered by competitors. In other words, value propositions can serve as a road map to how a business operates and succeeds and are therefore an important part of the value creation process (Payne & Frow, 2005). However, companies often report limited success in developing and implementing a value proposition. Research has shown that less than 10% of companies have successfully developed and communicated value propositions to customers (Payne et al., 2017).

3. **Channels**

   The way to deliver value to customers. How the value offered by the company can be received and perceived well by customers.

4. **Customer Relationships**

   Customer relationship is to describe the relationship between the company and the customer. There are many different ways to establish a good relationship with customers, such as individual support

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for each customer, or it can also be through the community, and during this pandemic, "self-service" is the right choice because it is not directly related to the customer. According to Osterwalder and Pigneur (2009), customer relationship can be divided into the following six areas. (1) Personal Assistance: this form of customer relationship involves interaction between the vendor and the customer. This interaction can take place during or after sale. It is a standard relationship with customers (Slávik & Bednár, 2014). (2) Dedicated Personal Assistance: this relationship is based on a specific relationship between the vendor and customer. It exclusively concerns the offer of goods or services based on a predefined relationship, which depends for instance on the volume of purchase or personal acquaintance. (3) Self Service: this is a relationship without direct interaction between the vendor and buyer. It is essential self-service sale and can be conducted e.g., though an e-shop. This relationship is gaining relevance in recent years (Castro et al., 2010), also assisted by modern communications technologies (Chen & Wang, 2016). (4) Automated Services: can identify individual customers and their preferences and thus is known as more personalized system similar to self-service. (5) Communities: Created community helps companies to interact directly with clients, to share knowledge and to solve problems between different clients. (6) Co-creation: Customer´s direct contribution to the creation of the company's products/services which is seen as a personal relationship.

5. **Revenue Streams**

The income in the form of money that will be received from each customer. A natural revenue stream for this model is collection of a transaction fee, but other revenue sources such as advertising, subscription or sponsorship are possible.The categories we discuss below do not represent an exhaustive classification, but they are comprehensive and provide a good framework for our discussion. The categories are: Brokerage (buy/sell fulfillment, market exchange, vertical, buyer aggregator, distributor, virtual mall, metamediary, auction broker, reverse auction, classifieds), Content (generalized portal, personalized portal, specialized portal, magazine), Search (search agent, directory, pricebot), Incentive (free model, attention marketing), Freeware, Communication, Control, Outsourcing, Entertainment (gaming, engagement marketing), Transaction (virtual merchant, catalog merchant, bargain discounter, direct sales, etc.), Affiliate, and Community (voluntary contributor model, knowledge networks) (Hoffman & Novak, 2005).

6. **Key Activities**

Key Activites is the main and important activity performed by the company in creating products or services.

7. **Key Resources**

Key Resources is the primary resource that is the most important asset needed to run a business venture.

8. **Key Partners**

Key Partners is the key partnership that describes the network of suppliers and partners that make the business model work. Companies forge partnerships for a variety of reasons, and partnerships become the cornerstone of business models. There are four types of partnerships, namely alliance strategies between non-competitors, partnership strategies between competitors (Competition), joint efforts: efforts to develop new businesses, Buyer-Supplier Relationships to ensure reliable supply (Zulkifar, 2019).

9. **Cost Structure**

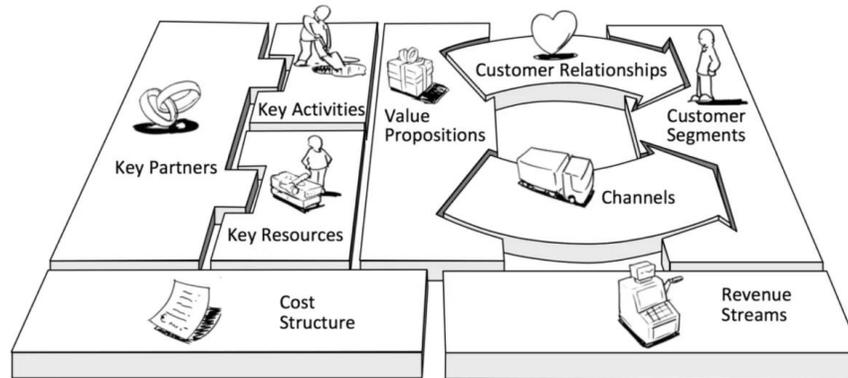is a cost structure that describes all the incurred in running a business enterprise.

Figure 1. Business Model Canvas

SWOT Analysis

A strengths, weaknesses, opportunities, and threats (SWOT) analysis has become a fundamental tool for organizations to evaluate their position in the market and is widely used to analyze the internal and external environments of organizations during times of indecision (Rozmi et al., 2018; Wu, 2020). Benzaghta et al. (2021) describe that A SWOT analysis is employed to assess aspects of business in terms of the strengths, weaknesses, opportunities, and threats. SWOT recognizes the important internal and external aspects of attaining a business's goals. The internal aspects refer to the features that are within the control of the business, whereas the external aspects are factors out of the businesses' control. Based on a mix of strengths, weaknesses, opportunities, and threats analyses, the SWOT analysis can be used effectively to produce alternative options for a business. Such techniques can clearly clarify how strengths and weaknesses can be matched with opportunities and threats. Based on the internal and external factors, managers can develop four strategies, these are SO (strengths-opportunities), ST (strengths-threats), WO (weakness-opportunities) and WT (weakness-threats). The SWOT matrix can be summarized as follows:

SO strategies: taking advantage of opportunities;
ST strategies: avoiding threats;
WO strategies: introducing new opportunities by reduction of weaknesses;
WT strategies: avoid threats by minimizing weaknesses.

Figure 2. The SWOT Matrix (Benzaghta et al., 2021)

Business Models in the Culinary Industry

This is featured in the National Culinary Development Plan Book 2015-2019 (Lazuardi & Triady, 2015). If food is a basic ingredient that needs to meet human needs, then food will certainly be something that is always sought after with a variety of different flavors and forms, then the culinary business will be a solution

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that never goes out of style. serving the public and investors. A unique culinary business will always develop from time to time. Currently, there are almost thousands of unique culinary businesses that have been run and can be found. The unique diversity of culinary businesses is intrinsically inseparable from people's curiosity about new things. Seeing this, there is a culinary business model that can be used as a reference in running a business, namely:

Independent

This is a form of business model built by individuals or groups focused on a specific niche. This type of business also requires its owner to be responsible for the entire workflow that occurs in each business process. Most of these catering businesses or restaurants will have experienced chefs, making them interested in starting their own culinary business.

Chain

This form of chain business model is a business that is usually run by a group of entrepreneurs or businesses that have created several businesses that spread to different locations using the same brand.

Franchise

This business model is similar to a chain business, but the owner of each business can have different ownership rights, where the branded buyer acquires the right to sell the business. By definition, franchises are bound by the Digital Government Regulation 31 Year 2008, specifically provisions where one party has the right to use and/or utilize Intellectual Property Rights (IPR) or the uniqueness of a business owned by another party in exchange for favorable terms and conditions. in connection with the supply and/or sale of goods and services.

On this occasion, Pempek Palembang Kukuinutri Frozen Food has chosen to start an independent culinary business using skills and knowledge in the culinary field, but this independent business model does not rule out the possibility of venturing into business models other than franchising.

III. METHODOLOGY

This research uses a qualitative approach with a descriptive type of research. The analysis used is a business model canvas and SWOT analysis which is a method to optimize between strengths and opportunities to reduce weaknesses and threats that can help to formulate the right strategy for the company to develop (Bateman & Snell, 2009). The link between SWOT analysis and Business Model Canvas (BMC) is to help identify strengths and weaknesses, as well as opportunities and threats faced by companies in the process of implementing the nine elements of BMC. The combination of SWOT and BMC analysis allows a focused assessment based on the evaluation of the company's capabilities and the possibility of future business development of Frozen Food Pempek Palembang Kukuinutri.

The research method used is the case study method. According to Yona (2006), the case study method is a method that conducts in-depth investigations so that it can find out a complete picture of the company's situation. The purpose of case studies is to lead researchers to enter social units such as individuals, groups, institutions or communities.

The subjects in this study are individuals involved in managing business ventures, namely culinary owners of Frozen Food Pempek Palembang Kukuinutri. While the object of this research is to design the Frozen Food Pempek Palembang Kukuinutri culinary business model using the nine-element approach in the business model canvas, namely customer segments, value propositions, channels, customer relationships, revenue streams, key sources, key activities, key partnerships, and cost structure.

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Primary data is obtained directly from data sources with direct observation (Sugiyono, 2016). At the same time, primary data, according to Kuncoro (2009), can be collected from sources for specific purposes. According to Sanusi (2012), the primary data in this study was obtained from the results of interviews. The identification of nine elements of the business model canvas in the Pempek Palembang Kukuinutri Frozen Food Culinary Business, it can be concluded that this primary data is data to identify specific things by observing directly from trusted sources.

The data collection technique used in this study was interviews. The interview technique used in obtaining primary data is an in-depth interview. Some questions that have been prepared are asked to the source, but open the possibility of other questions arising along with the answers given by the source. This is because interviews aim to obtain evidence or answers to research problems openly, in detail and consistently.

The data obtained is processed and analyzed with descriptive analysis with the following stages: conducting analysis / identification of BMC Frozen Food Pempek Palembang Kukuinutri which is currently applied. SWOT analysis of several elements of the business model used to determine opportunities and threats as well as strengths and weaknesses owned by the company can then be made corrective steps. Furthermore, designing a new business model which is an improvement and refinement of the previous Pempek Palembang Kukuinutri Frozen Food business model.

The strategy designed in this study begins with analyzing the business model of Frozen Food Pempek Palembang Kukuinutri which is currently used (existing) using BMC then analyzed with internal and external approaches. Each BMC element is analyzed using the SWOT method to determine which elements are retained and which need to be developed. The final stage of this research is to compile new BMC Frozen Food Pempek Palembang Kukuinutri in carrying out its business activities. The framework of thinking in this study can be explained in Figure 3.
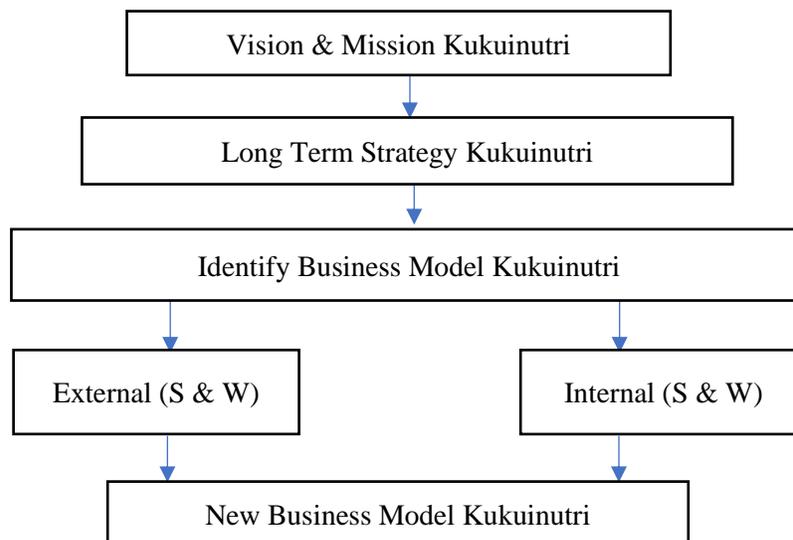
Figure 3. Research Framework

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IV. RESULTS AND DISCUSSION

Analysis of BMC Nine Elements Description of Frozen Food Pempek Palembang Kukuinutri

It is the first frozen food to produce *pempek* in West Jakarta, which tastes like original mackerel with a family legend recipe. Frozen Food Pempek Palembang Kukuinutri is managed only by three people: business owners, digital marketing, and production. Of course, the limited number of workers makes it difficult for business owners to serve the many consumer requests with a varied menu. The results of interviews with business owners show that the Pempek Palembang Kukuinutri Frozen Food business has many enthusiasts, from mothers to both housewives and office workers. However, due to a lack of manpower and still online in terms of sales distribution, this business had experienced a decline due to the many new competitors who also sold during the pandemic. Seeing this, the author, who acts as a companion for MSMEs, invites business actors to discuss how to maintain their business and even later develop their business following the times. After identifying the problem, the next step is to make a business mapping into nine elements contained in the Business Model Canvas (BMC).

Customer Segments

Business Model Canvas puts the customer first because it sees that the company must be customer-oriented (Somantri et al., 2018). Consumer desires always change in the short term, so entities must more quickly grasp those changes or fall behind (Syamsurizal, 2020). Frozen Food Pempek Palembang Kukuinutri has a customer segment, namely working mothers and households who have families. Not a few consumers who eventually become loyal customers make repeat purchases. Kukuinutri has a market segmentation that lives in urban areas, especially in the Jabodetabek area with a target age ranging from 25-40 years old. Working mothers and housewives have the habit of not having time to cook for long at home, therefore by utilizing fast food such as Frozen Food Pempek Palembang can be an alternative for mothers in consuming food that can also be enjoyed by families at home.

1. **Value Propositions**

   The main value obtained from the interview with the owner of the Pempek Palembang Kukuinutri Frozen Food business is the original taste of Palembang *pempek*, the taste of mackerel with consistent taste quality and affordable prices. In addition, Kukuinutri has grade A vacuum plastic quality where this plastic is safe to maintain the temperature conditions of wrapped food, so that at the time of delivery, the food does not become stale. Kukuinutri also prioritizes the authentication of food values carried from Indonesia, therefore as its packaging Kukuinutri uses besek which can also be used by mothers to store household items. The owner seeks to implement a consumer shooting strategy at affordable prices and authentication of the Indonesian value in the food. This is what makes Kukuinutri survive even though it has many competitors around.

2. **Channel**

   In this element, Frozen Food Pempek Palembang Kukuinutri seeks to attract more new consumers by sharing Whatsapp numbers with customers. From this number, customers can place orders in advance via Whatsapp so that it will speed up sales. Another channel, Frozen Food Pempek Palembang Kukuinutri shares product promotions through social media such as Instagram. Kukuinutri also has channels such as websites, and Google My Business as well as e-commerce such as Tokopedia and Shopee as well as online merchants such as Grab Food or Go Food. This is made so that the branding of the product is increasingly known online. However, the maintenance process was constrained due to the inadequate number of manpower so Kukuinutri focused on using Whatsapp and Instagram first.

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3. **Customer Relationships**

When customers have captured the value offered by the company, then the company must maintain the relationship for a long time (Haryono, 2010). Through this element further shows how Kukuinutri maintains relationships with customers. Business owners state that Kukuinutri often gives discounts for certain purchase amounts. Significant discounts are given to customers who order pempek or other menus for certain events or in large quantities. In certain moments such as birthdays, Kukuinutri can give gifts to its birthday consumers where consumers have been loyal to buy products at Kukuinutri. A business will easily find new customers, but retaining customers is not something easy. Kukuinutri also utilizes technology, such as email marketing and direct message to provide information about updated promos to consumers and stores a database of consumers who have purchased Kukuinutri products. This is done so that Kukuinutri can store useful information that can be used for promotional activities to Kukuinutri's loyal customers.

4. **Revenue Stream**

When customers are increasingly loyal, the company must think about how the revenue receipt model is profitable for the company and customers. This element concerns income that has a major influence on a business. Of course, each entity strives to increase operating income to be at the minimum standard of business achievement, namely stability. Operating revenue is obtained through direct sales of Kukuinutri products to customers and working with resellers and agents to sell Kukuinutri products on a larger scale.

5. **Key Activities**

The main activity that Kukuinutri carries out is the purchase of raw materials. The purchase of the main raw materials and their fittings is carried out in traditional markets and some grocery stores. After that, the next activity is production activities. Production here processes raw materials from mackerel and flour into pempek. In maintaining quality, Kukuinutri Kukuinutri has special techniques that are applied consistently. The next key activity is marketing. Kukuinutri promotes products through social media to family, friends and the community. Kukuinutri also controls the quality of taste and packaging so that food remains safe for consumption and designs and creates content to support the online marketing process of Kukuinutri products regularly.

6. **Key Resources**

Key resources are related to raw materials and supplier channels needed in the production process (Mardiana & Hidayat, 2018). The availability and quality of materials is an important element in a company. Product value can also be determined by communicating how raw materials are obtained and how the quality of raw materials affects product quality (Evelina et al., 2013). Each business has its own key resources that characterize the business unit. Such is the case with Kukuinutri which has the main resources in the form of tools and raw materials as well as quality support to maintain customer loyalty. In addition, Kukuinutri uses authentic Palembang family recipes which are the main key to the uniqueness of pempek compared to other competitors. Kukuinutri also has human resources consisting of marketing and production, but these human resources need to be maximized in order to support the Key Activites process.

7. **Key Partnership**

The existence of the company is always related to partners both directly related to the production process and indirectly (Kurniawan, 2017). All stakeholders or partners must be identified and managed in order to have a positive impact on the business unit (Natalia & Astuario, 2015). Kukuinutri partners with several major raw material stores located in traditional markets as well as in online stores. Kukuinutri also established several logistics for product delivery in large capacities. The establishment of this relationship greatly facilitates Kukuinutri in obtaining raw materials both main and complementary. In addition, the existence of a key partnership here can provide benefits

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for business units because of cheaper price offers so that entities can reduce selling prices. The more an entity establishes a partnership, the more helpful it is to reduce selling prices (Oktapriana et al., 2021).

8. **Cost Structure**

In the process of product creation is inseparable from the costs incurred (Kaban, 2020). The amount of costs incurred will have an impact on the selling price of the product and the strategy applied by the company. The company's profit depends on product promotion and COGS, so reducing costs to a minimum and selling at the maximum price is a business goal (Jannah, 2018; Putranto, 2017). The costs incurred by Kukuinutri include fixed costs and variable costs. Fixed costs include employee salaries and equipment depreciation, logistics and marketing. While variable costs include various costs incurred to buy raw materials and complementary materials.

Identification of BMC Frozen Food Pempek Palembang Kukuinutri Elements

The results of observations and interview carried out an overview was obtained on each block of BMC Frozen Food Pempek Palembang Kukuinutri elements at this time. The identification results can be seen in Figure 4.
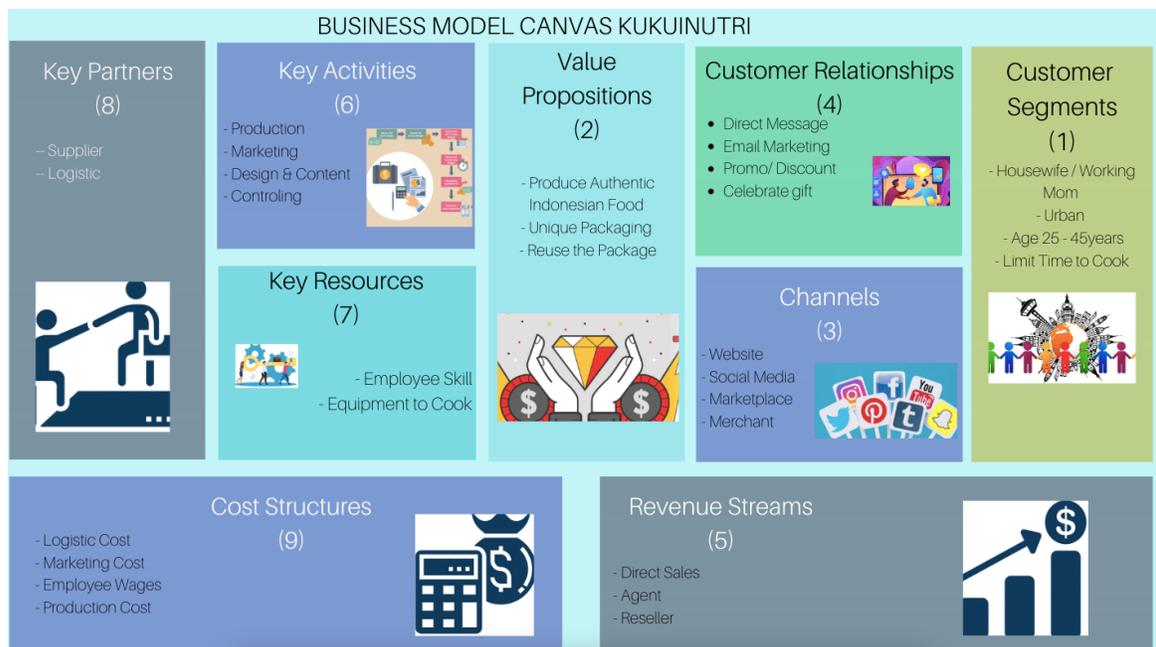

Figure 4. Business Model Canvas Existing Kukuinutri

After identifying the elements of the Business Model Canvas that have been carried out by Frozen Food Pempek Palembang Kukuinutri, the next stage is to conduct a SWOT analysis, summarized in Table 1. The results of the SWOT analysis obtained internal factors in the form of the greatest strength in the Value Propositions element and weaknesses in key resources and key partners. Meanwhile, external factors are opportunities in the customer segments element and threats in the revenue streams element.

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Table 1. SWOT Analysis Kukuinutri

INTERNAL	STRENGTHS (S)	WEAKNESSES (W)
	• Has a distinctive taste • Affordable price • Unique packaging using besek, besek can be used again for domestic purposes	• Lack of manpower if demand is high will be difficult to serve consumers quickly • Don't have an offline store yet • Sales are still online • Production is carried out at the owner's house • There is no Halal &; BPOM logo certification yet
EXTERNAL		
OPPORTUNITIES (O)	**STRATEGY S-O**	**STRATEGY W-O**
• Having loyal customers is favoured by mothers • became one of the most demanded options as fast food	• Attend various trainings that support business knowledge • Make some experiments on new recipe creations	• Looking for new competent workers • more varied in presenting packaging that attracts consumers • learning the offline sales system • Try to rent production house • Try to register BPOM & Halal Certification
THREATS (T)	**STRATEGY S-T**	**STRATEGY W-T**
• Many new competitors of *pempek* who sell at lower prices • Many competitors who sell online and offline	• Dare to try the taste of several competitors around - Increase the network (link) so that the business is easily recognized • Attract partners to increase business turnover	• Often conduct business evaluations at each certain period • Make discussions to develop the business

Improvements to the BMC Element Kukuinutri

The design of improvements to the Business Model of Canvas Frozen Food Pempek Palembang Kukuinutri in the future is guided by interviews with Kukuinutri owners and the results of SWOT analysis by considering the vision of Kukuinutri who wants to improve the economy of workers and business partners who have contributed to the development, distribution and sales of Kukuinutri products. Therefore, it produces improvements as in Figure 5.

Value Propositions

Even though the results of the SWOT analysis, the value proposition is the most powerful element, Kukuinutri will still make improvements to its products, one of which is by making product variants with certain editions tailored to existing moments so as to strengthen relationships with customers.

Channel

Kukuinutri will carry out an offline channel widening process by participating in every bazaar and door-to-door event so that Kukuinutri products are increasingly known by the public.
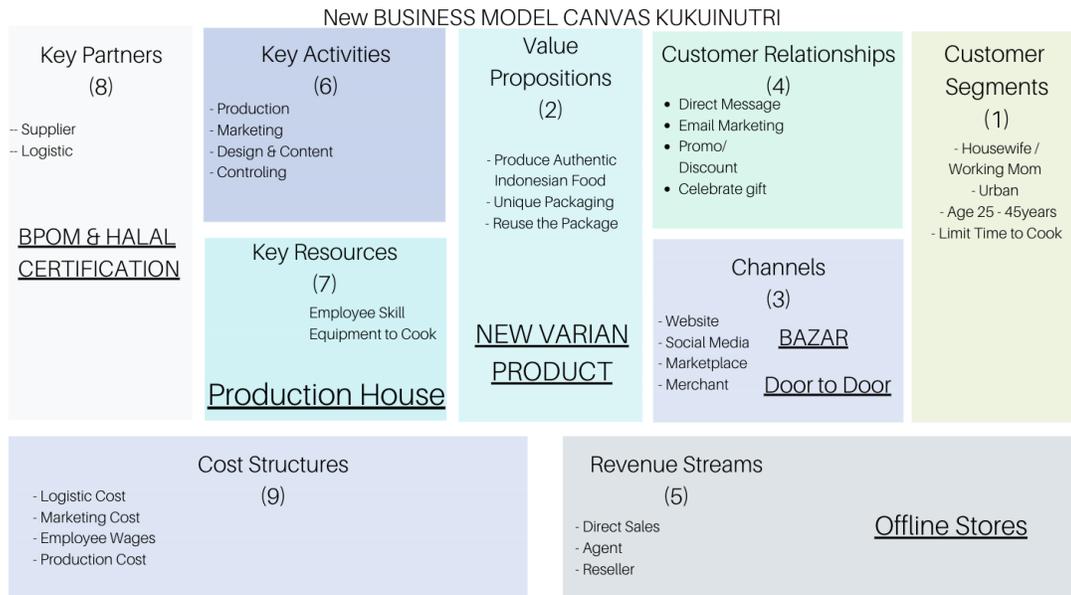
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Figure 5. NEW Business Model Canvas Kukuinutri

Revenue Streams

In accordance with the wishes of the owner that sales are not only done online, it needs to be done offline by opening new stores, and franchises to expand the reach of consumers who will buy Kukuinutri products.

Key Resources

To increase maximum production, Kukuinutri will make improvements to Human Resources by recruiting competent human resources in their fields. Especially in the sales department that will focus on selling products both online and offline, the marketing department that will make marketing strategies both online and offline, and the production department by increasing the number of employees to prepare more production capacity. In addition, Kukuinutri will start looking for a strategic location for the *pempek* production process that meets SOP standards in accordance with the provisions of the Halal and BPOM logo certification.

Key Partners

Halal product certification is a series of processes that must be passed by business actors, both individuals and business entities in the form of legal entities or non-legal entities to obtain halal certificates. Halal certificates are obtained through several stages of inspection to prove that raw materials, production processes, and product halal assurance systems in a company are in accordance with the standards set by LPPOM MUI (LPPOM MUI, 2008). Certification is carried out by conducting a series of examinations carried out by competent auditors in their fields to then determine their halal status. If halal requirements are met, producers can get halal certificates for their products. This halal certificate is then used by producers as a condition to be able to include halal labels and halal registration numbers on product packaging. This halal label is usually used by business actors in the framework of Halal Certification and its Implications for Halal Product Business in Indonesia to fulfill their obligations to provide information to consumers about the halal of their products. This label serves to show consumers that the product is a halal product (Faridah, 2019).

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The institution BPOM, stands for Food and Drug Supervisory Agency, has the same task as the European Medicines Agency (EMA), and the Food and Drug Administration (FDA) with the main task of supervising all drug and food circulation throughout Indonesia. The purpose of supervising drugs and food is to ensure that all products are safe for consumption, and do not harm the consumer. So, when buying medicinal and food products, it's good to pay attention to whether the product has been registered with BPOM or not. If registered, the product is safe for consumption (Trias, 2020). To gain more trust in the community, Kukuinutri plans to create Halal and BPOM Certification. This also makes Kukuinutri committed so that its products can be consumed by the wider community.

V. CONCLUSION

Through BMC analysis, it was found that Pempek Palembang frozen food business, "Kukuinutri," is still weak in terms of regulating human resources and production sites so that to be able to expand market reach that is not only selling online (offline), Kukuinutri needs to first improve existing resources by preparing competent human resources so that it can improve production quality and prepare a special place to produce products because if you want to certify products with the Halal and BPOM logos, the production site needs to be separate from the owner's house. In addition, Kukuinutri needs to build a wider channel by participating in bazaar activities at certain events so that product introduction is widespread. Through SWOT analysis, it was found that Pempek Palembang's Frozen Food business "Kukuinutri" can use various business development strategies, which include the S-O strategy, where owners can attend various trainings that support business skills in the digital economy era. Through the W-O strategy, business owners can increase manpower as a solution to the weakness of the Frozen Food Pempek Palembang "Kukuinutri" Frozen Food business because of the large number of consumer requests for various menus. At the same time, the workforce is still very minimal. This can anticipate consumers moving to other competitors and reduce customer loyalty.

Meanwhile, in the S-T strategy, market reach can be expanded by adding partners who support online sales so that market reach is not only in the surrounding scope. Furthermore, periodic evaluations need to be carried out in the W-T strategy to retain customers and even develop the business by opening several new branches. The implications of this study show that this SWOT analysis can be used to minimize the weaknesses and threats faced by optimizing the advantages and opportunities they have. Culinary business owners can try combinations of new ideas through nine elements in the Business Model Canvas (BMC) so that culinary businesses can be maintained and even developed into several new business branches.

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