

**Estratégia de desenvolvimento de negócios de franquia Yeobo Topokki com abordagem
de tela de modelo de negócios**

**Yeobo Topokki franchise business development strategy with business model canvas
approach**

**Franquicia de Yeobo Topokki estrategia de desarrollo comercial con enfoque de modelo
de negocio**

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Deni Septandi

ORCID: <https://orcid.org/0000-0002-6746-5369>

Bogor Agricultural University Business School, Indonesia

E-mail: deniseptandi@gmail.com

Hartoyo

ORCID: <https://orcid.org/0000-0003-1245-7342>

Bogor Agricultural University Business School, Indonesia

E-mail: hartoyosbipb@gmail.com

Eva Z Yusuf

ORCID: <https://orcid.org/0000-0002-9286-9250>

Bogor Agricultural University Business School, Indonesia

E-mail: eva.yusuf@myriad-research.com

Resumo

Os indonésios em geral, especialmente para as gerações mais jovens, estão mais familiarizados com as culturas estrangeiras do que com a própria cultura doméstica, esse fenômeno também ocorreu no aspecto alimentar como cultura. Esta pesquisa tem como objetivo examinar a estratégia de desenvolvimento da abordagem de tela de modelo de negócios na franquia Yeobo Topokki. O método usado neste estudo é um modelo de negócios descritivo, modelo de tela e análise SWOT. A pesquisa foi realizada no CV Usaha Anak Bangsa Perkasa, localizado na cidade de Grand Depok, Kalimulya, Depok, Java Ocidental. Os resultados indicaram que Yeobo Topokki aceitou a melhoria do modelo de negócios e os resultados da formulação da estratégia que a empresa estava em uma posição agressiva. Com base nessa análise, pode-se concluir que as empresas precisam criar elementos de valor

agregado da proposta de valor para gerar interesse de clientes em potencial, como, por exemplo, certificando-se dos produtos oferecidos.

Palavras-chave: Business model canvas; Comida coreana; Oportunidades de fraqueza de força e análise de ameaças.

Abstract

Indonesians in general especially for younger generation, are more familiar with foreign cultures rather than being used to their own domestic culture, this phenomenon also occurred to the food aspect as a culture. This research aims to examine the development strategy of business model canvas approach in Yeobo Topokki franchise. The method used in this study is a descriptive business model, canvas model, and SWOT Analysis. The research was conducted in CV Usaha Anak Bangsa Perkasa which is located in Grand Depok City, Kalimulya, Depok, West Java. This study was conducted in April 2019 until December 2019. The results indicated that Yeobo Topokki accepted the business model improvement and the results of the strategy formulation that the company was in an aggressive position. Based on this analysis, it can be concluded that companies need to create value-added elements of the value proposition to create interest from prospective customers, such as by doing some certification on the products offered.

Keywords: Business model canvas; Korean food; Strength weakness opportunities and threat analysis.

Resumen

Los indonesios en general, especialmente para las generaciones más jóvenes, están más familiarizados con las culturas extranjeras en lugar de estar acostumbrados a su propia cultura doméstica, este fenómeno también se produjo en el aspecto alimentario como cultura. Esta investigación tiene como objetivo examinar la estrategia de desarrollo del enfoque de lienzo de modelo de negocio en la franquicia de yeobo topokki. El método utilizado en este estudio es un modelo de negocio descriptivo, modelo de lienzo y análisis FODA. La investigación se realizó en CV Usaha Anak Bangsa Perkasa, ubicada en Grand Depok City, Kalimulya, Depok, Java Occidental. Este estudio se realizó en abril de 2019 hasta diciembre de 2019. Los resultados indicaron que Yeobo Topokki aceptó la mejora del modelo de negocio y los resultados de la formulación de la estrategia de que la compañía estaba en una posición agresiva. Con base en este análisis, se puede concluir que las compañías necesitan crear

elementos de valor agregado de la propuesta de valor para generar interés de los posibles clientes, como por ejemplo, al hacer alguna certificación de los productos ofrecidos.

Palabras clave: Esquema de modelo de negocios; Comida coreana; Oportunidades de debilidad y análisis de amenazas.

1. Introduction

Generally, Indonesian has a good society. in particular, younger generation feels more familiar with foreign cultures rather than their own culture. This can be related to the phenomenon of foreign influence in Indonesia during this globalization era. Foreign influence in terms of consumption begin from the entry of imported products into the country and consumption patterns that follow the customs of foreigners. The new patterns applied in Indonesia lifestyle and needs towards western food, Japanese food, or other food that comes from other country. A new emerging culture and popular nowadays is Korean pop culture or commonly referred as Korean Wave. Korean Wave, is a term about people's interest in Korean Culture such as Korean dramas or Korean Music popularized by Korean musicians, better known as K-Pop, then people began to imitated their style, until interest in the food and beverage originating from South Korea. The younger generation with great curiosity and easily influenced by the environment will try to apply their interest with Korean culture into daily life. The high interest in the people of Indonesia to the South Korean people's lifestyle revealed a promising business opportunity. According to data of restaurants list on website of food Zomato in the Greater Jakarta area there are at least 355 restaurants serving that has typical Korean menu.

From 2012 to 2017 there are 170 companies, 76 of which include as domestic enterprises. As in 2018, starting from 2nd of January through 22nd February, there are 23 petitions STPW. In addition to the franchise company expected to be faster to absorb labor. According to the data from Indonesian Franchise Association (IFA), the number of registered franchises in Indonesia currently reaches more than 200 brands with a total workforce of 5 million people (Reily, 2018). This calculation indicates that franchise business in Indonesia become more attractive.

CV Usaha Perkasa Nations is franchise business engaged in culinary; one of the famous brands is Yeobo Topokki. Currently, management has realized there are many obstacles that must be exploited in order to get a chance. The problems faced on some aspects such as sales, supply chain system, quality and more. Moreover, there are several issues

which affect the company's ability to compete and develop in the future. CV Usaha Perkasa and Yeobo Nations Children Topokki as a new company (start-up) need to mapping and formulate for the development of enterprises. Thus, companies need a business model to create strategies related to the competition and solutions of the faced problems or likely to be faced in the future. Therefore, the company can keep going and growing. Within the correct business model, it is expected that the company will be able to realize their goals and able to make a better development.

Rappa (2000) stated that business model is a method that used by companies to maintain their business, which allows the company to survive. referred to these definitions, the determination of business model is needed to help business development Yeobo Topokki. Business model innovation is very important for the company to achieve the current and future success. environmental conditions rapid change and high complex enterprise requires leaders to be able to understand when business models must adapt and how to implement the changes(Agostini, 2014)

One of the business models that can be used by the company is Business Model Canvas (BMC). In his book entitled "Business Model Generation", Osterwalder and Pigneur (2013)created a framework of business model canvas which consists of interrelated squares. The squares contain the essential elements in describe how organizations create customer benefits and the benefit of customer. Determination of components in business model is strategic effort to create the right strategy for company to face the challenges happen in the future.

Failure could be faced the franchise can be assessed from several aspects within the business itself, the aspects of finance, management and marketing aspects. These three aspects are interrelated and can simply be said thathealthy business is profitable(Wardono, Rahadian, & Tajerin, 2017). Franchise is one of business plan adopted by parent company to subsequently generate revenue and expand business in other geographical areas or obtain new customers to get a better achievement. Good business model will increase the opportunity for a franchise to succeed. Franchising should be a business process that is able to replicate successful business models in enterprises in other forms (Kumar Sharma, 2014).

The business model has at least four benefits. First, the business model makes it easy for planners and decision makers in company to see logical connection among components in business, therefore it can produce value for consumers and companies. Second, business model can help test the relationships consistence between components. Furthermore, business model helps to test market and assumptions used on developing the business. Last, business

model can be used to show how radical a change is made and its consequences. Based on several studies in literature of BMC in this study, it is expected to be a good business model for company.

CV Usaha Anak Bangsa Perkasa was founded in 2018 within the aim of forming a business engaged in food franchise. Topokki Yeobo is the company which adopted South Korean snacks to be a food product to be produced and sold in every branch either managed by the company or managed by the franchisee partner of CV Enterprises Nations Children Perkasa. The management of CV Usaha Anak Bangsa Perkasa realize that build a pioneer companies (start-up) in field of food franchise is not an easy thing. It begins from build trust to provide facilities for partners are important thing. In build trust, companies must be able to show the data that each outlet own and manage his own management to generate any profits. Then other thing that has done by CV Usaha Anak Bangsa Perkasa to develop systems that will be offered to facilitate the prospective franchise in running the business of selling food.

However, on the way of growing the business, management thinks there are still many obstacles. This is indicated by the quantity of product sales at outlets managed by companies which did not show any significant development, this issue will have an impact on confidence in prospective franchisee to make decision and build a partnership with company. For example, after participating in the event of "Info Franchise & Business Concept Expo 2019" company is only able to pick less than 10 franchise of 140 franchise who receive exposure from management. If it counted since the establishment of company, CV Usaha Anak Bangsa Perkasa has been able to open 18 outlets comprising 12 franchisee-owned stores and 6 outlets that still managed by the company's management.

Hamel & Prahalad (2014) suggested that planning strategy based on the desire will benefit the future. Strategic plan describes the needs of organization, who, and how to do it specifically. Strategic plan aims to design the company's activities in the future by influencing, directing, and controlling changes to variables that affect the activity. Franchise is a business arrangement which company franchisor (franchisor) gives the right to independent party franchisee to sell company products or services with the certain regulations (Tunggal, 2006). Franchise system facilitates a company to expand its business without gather the entire resources of their own risks. While franchisees can access a benefit because the business model and all the performance and features of his brand (Gassmann, Frankenberger, & Csik, 2013). Pokorna et al. (2015) explains that price determination is important to develop a business; this is related to the ability of market to lift the offered products.

Osterwalder & Pigneur (2013) stated that business models describe the rational of how an organization created, delivered and captured value. Business Model Canvas is a framework that shaped business model canvas and consists of 9 squares interrelated. These squares are the contents of essential elements that describe how an organization creates and getting benefits from customers. The box contains of development of four major areas of business, such as customers, supply, infrastructure, and financial viability. Business model canvas can deliver a concept that allows describing and thinking about the business model of organization.

Rangkuti (2004) explains that, SWOT is an analytical tool used to identify various factors that systematically studied, in order to be able to formulate any strategy. This analysis refers to how to maximize strength and opportunities, simultaneously minimize the impact of weakness and threats.

Previous studies which have been carried out by (Rowley, 2002; Tuten & Urban, 2001; Yan, 2017)stated that by utilizing BMC, company can determine what elements are influential in the development of company strategy. According to(Kadir, 2018)Business Model Canvas (BMC) is a tool that provides a clear view of what required of a company to achieve the goals and focus on the most important strategic elements which gave big impact in business.

Research on business development strategies with Business Model Canvas was done by some researchers which will be described in following section. Thamrin (2016) in his research related to Business Development Strategy Partnership Drinks Tea Ready to Eat, yourTEA concluded that several business development strategy can be recommended for manage the business such as, (1) market development strategy, (2) the strategy to improve quality of human resources, (3) The strategy to improve the service pre-sales and after sales, and (4) the strategy to continue any innovation ,

BMC-related research conducted by Ibnussina (2015)with the title of Development Strategy Approach Signature Coffee Shop Business Model Canvas. This study used a descriptive approach and BMC analysis tools to determine the internal-externalenvironment conditions and SWOT analysis tools. The results showed that there are five different improvement strategies which can be done by the management of SCS, (1) the improvement strategy and increase operational systems, (2) determine the partner suppliers of raw materials, (3) improve the quality of products and services, (4) develop the market, and (5) venture capital replenishment strategy.

The existence of difficulties is the reason that companies need to formulate an appropriate business strategy by mapping out the strategy through creation of business models. Business Model Canvas can be used as an alternative formation of business model that can later be directly implemented in growing the company. 1) Analyze the business model by Nations Children's CV Usaha Anak Bangsa Perkasaby the approach of Business Model Canvas2) analyze the changes in business model canvas CV Usaha Anak Bangsa Perkasaafter the analysis of strengths and weaknesses.3) Identify strengths and weaknesses and how the opportunities and threat to current applied business model by CV Enterprises Nations Children Perkasa.4) Formulate strategy against Perkasa CV Nations Children Enterprises.

2. Methodology

This research was conducted in CV Usaha Anak Bangsa Perkasa which located in Grand Depok City, Kalimulya, Depok, West Java. This study was conducted during April 2019 to December 2019. Technical data and information collection in this study are:

1) observation, observation techniques used to obtain data regarding the state of existing support in CV Usaha Anak Bangsa Perkasa by observe on a good business processes and management activities related to the object of research. Observe how business processes are run by management companies starting from the production process, distribution process and interaction with franchise and customer.

2) Interview, this techniques divided into structured and unstructured. In structured interviews conducted with survey approach and supported by a list of questions that have been made previously. Interviews were conducted to the franchisee and buyers who came to the booth of Topokki Yeobo. Unstructured interviews used to deepen the study of business related research by interviewing several experts. There are three experts who will be interviewed, one from management and two from external parties (academics and franchise partners).

3) Literature, literature studies used to derive secondary data to complement the data on observations and interviews. The study of literature used written documents, internal company reports, scientific journals and relevant research results. The study of literature used to obtain secondary data to complement the data on observations and interviews. The study of literature used such as written documents, internal company reports, scientific journals and relevant research results. The study of literature is used to obtain secondary data to

complement the data on observations and interviews. The study of literature used written documents, internal company reports, scientific journals and relevant research results.

Processing techniques and data analysis in this study includes several stages, such as: 1) Descriptive Analysis is a statistical approach used to analyze the data within the description of the collected data without making conclusions or generalizations apply for public (Sugiyono, 2016). Sukmadinata (2009) explains that descriptive analysis is a research method that intended to describe the phenomena that exist through translation of words, tables and images. Furchan (2004) give statement related to the descriptive analysis which examines regularly-tight, prioritize objectivity, which carried out this research. Descriptive analysis used as a base to portray some important things such as:

A) preliminary overview of company. Initial overview of company which done by observation and interview directly to internal management related to the object of research such as vision, mission, activities, and strategies and programs that currently being carried out by CV Enterprises Nations Children Perkasa.

B) Identification of nine elements on business model and business model improvements. Identification of nine elements of business model is done by mapping nine-block building within the direct observation Enterprises Nations Children's CV Perkasa and interviewing internal party management. The results of interview were collected and mapped into nine elements of business model.

C) Formulation Business activity programs, The results of analysis and SWOT Business Model Canvas at CV Usaha Anak Bangsa Perkasa who created several programs which can help the progress of business activities on CV Usaha Anak Bangsa Perkasacompany adapted to the conditions of future.

Business Model Canvas (BMC) described, visualized, assessed and changed the business model, which business model describes the rational of how organization creates, delivers, and captures value in 9 (nine) building blocks which showed how companies obtain the money (Osterwalder & Pigneur, 2013),

The basic concept of SWOT matrix is to connect and develop the findings of internal and external of each quadrant that will be developed several alternative strategies before being relegated to the form of programs. As each quadrant of the SWOT matrix such as SO (strengths – opportunities), WO strategies (weaknesses – opportunities), ST strategy (strengths – threats), and WT strategies (weaknesses – threats).

This analysis was conducted by interview the internal management Enterprises of CV Usaha Anak Bangsa Perkasa included questions regarding the internal factors of strengths and weaknesses based on nine elements of business model. This analysis used to evaluate and determine the business model that exists in CV Usaha Anak Bangsa Perkasa to formulate or map out new business model which conclude as better. Analysis of opportunities and threats related to external conditions that may be encountered by CV Usaha Anak Bangsa Perkasa after every element that has been mapped by BMC is completed. Different with the analysis of strengths and weaknesses, the analysis conducted on the entire business model applied by company. Rangkuti (2014) describes SWOT Analysis uses quantitative approach aims to find the best strategy selection should be done by business. Gobel (2013) explains that cost efficiency is an important thing that needs to be done by companies, this is a form of guarding against unexpected conditions in the future.

3. Result and Discussion

Nine elements mapping business model cv. enterprises nations children perkasa

The first thing to be discussed is the mapping of nine elements of the Business Model Canvas (BMC) related to the company business activities which has been conducted. Mapping is done after interviewing the company's internal parties related to daily business activities. With the obtained information, it is expected to help by explained how the business running and each element are related to each other.

Table 1. Business Model Canvas.

<i>Key Partners</i>	<i>Key Activities</i>	<i>Value propositions</i>	<i>Customer Relationships</i>	<i>Customer segments</i>
1. Raw Material Supplier 2. Manufacturers Booth 3. manufacturer Packaging 4. franchisee 5. shipping company 6. Notary Public	1. sales Package 2. Raw Material Production Sales 3. Distribution 4. maintenance Franchisee 5. promotion 6. Production 7. Instant Food 8. Evaluation <i>Key Resources</i> 1. SDM 2. Warehouse 3. Booth 4. Office 5. production technology	1. Budget / Price 2. Quality 3. Complete package 4. Without Royalties Fees 5. B2B Support System 6. Product certification	1. Fast Response Communication 2. Visit 3. Loyalty Program <i>Channels</i> 1. Exhibition 2. Social Media Channel 3. website 4. Optimization of outlets and offices	1. businessman 2. General employees 3. Housewife 4. College student 5. First jobber
<i>cost Structure</i>			<i>revenue Streams</i>	
1. Salary 2. rental Warehouse 3. Marketing 4. Purchase of Raw Materials 5. maintenance 6. Distribution 7. Office rental 8. training 9. Tax			1. Sales Franchise Package 2. Sale of Raw Materials 3. Food sales at outlets owned Internal 4. Internal Owned sales outlets 5. Sales Instant Food	

Update indicator Business Model Canvas. Source: own study.

The table above showed that there are some changes that need to be added, as a basis to determine the picture regarding the condition of company. The description may be basic overview to determine the internal conditions (strengths and weaknesses) and external conditions (opportunities and threats).

This study formed SWOT analysis then given an assessment (weighting and rating). The assessments are intended to get the best formulation strategy. The assessment results presented in Table 2

Table 2. SWOT Analysis Assessment.

commentary	Score	Coordinate
<i>Strength (X)</i>	1.60	0.68
<i>Weakness (X)</i>	0.92	
<i>opportunity (Y)</i>	2:15	0.91
<i>Threat (Y)</i>	1:24	

Source: own study.

Based on Table 2, the value of 0.68 obtained from 1.60-0.92 and the value of 0.91 obtained from 2:15 to 1:24. There are scores of each part of SWOT analysis. Strength and weakness serve as the axes X and opportunity and threat used as the line of the Y-axis is the value used to obtain the coordinates to determine the position of alternative used strategies. CV Usaha Anak Bangsa Perkasa with improvement of its business model very well (recommended) to focus on strategy implementation SO or aggressive strategies. It is caused due to the results of the votes are in the quadrant. The derivative of the implementation of an aggressive strategy established with the various work programs that can support the achievement of objectives in the aggressive strategy.

Programs Operations

Work programs made to support the achievement of corporate objectives. The program design based on some analysis that has been used previously, therefore, there is guidance based on developing the business of CV Enterprises Nations Children Perkasa.

Market expansion program is program that intended to capture the market potential of Yeobo Topokki developed by CV Enterprises Nations Children Perkasa. It is intended to increase the number of outlets selling. Management required to expand segmentation, this can be done by engaging the various employers forum, new employees as well as universities in order to capture a group of students who have interest in culinary business. Management also needs to make campaign in order to gain further enhance the brand of Yeobo Topoki through exhibitions that held on campus or other places. It is intended to allow more people to know or directly taste the products of Yeobo Topoki Digital marketing programs.

Strengthen the communication and marketing program is a program that composed of the importance of company to accelerate the marketing team, to introduce, inform, communicate and invite potential partners to cooperate with company. Management needs to intensify the final consumer in order to create multiplier effect which is good for company.

Some activities that can be done include: a) Website creation, b) Use Search Engine to optimize the function of e-marketing. c) Use a celebrity to endorse and provide a giveaway event in order to improve the brand identity of food sold throughout the program which intended to introduce the brand of CV Enterprises Nations Children Perkasa to the final consumer, which in turn can increase the desire to buy, taste and recommend to others.

Other strategies program include implementation of aggressive strategy can be developed through some kind of program, it is proposed as basis that can be flexible to achieve corporate objectives based on each element in the BMC. The other strategies are explained as the table below:

Table 3. More Strategies Program.

Element	Key Strategic	Program
<i>Customer Segment</i>	<ul style="list-style-type: none"> • <i>segment Extension</i> • <i>Better Branding</i> 	<ul style="list-style-type: none"> • Sells new package for each segment • Simplifying the system • branding
<i>Value Proposition</i>	<ul style="list-style-type: none"> • <i>Better Support</i> • <i>Enhance Quality</i> 	<ul style="list-style-type: none"> • Strengthen QC system • Drought payouts system • certifications • product innovations • After sales services • <i>Support system</i> cheaper
<i>Channel</i>	<ul style="list-style-type: none"> • Extent communication channel 	<ul style="list-style-type: none"> • Follow-up potential consumers
<i>Customer Relationship</i>	<ul style="list-style-type: none"> • <i>maintenance relationship</i> • <i>Create new relationship</i> 	<ul style="list-style-type: none"> • Pieces for additional outlets • Building the master franchise in several cities
<i>Revenue Streams</i>	<ul style="list-style-type: none"> • <i>New source of growth</i> 	<ul style="list-style-type: none"> • Sell raw materials in package • Periodic evaluation franchise • Adding outlets
<i>Key Resources</i>	<ul style="list-style-type: none"> • <i>Better process</i> • <i>Better human process</i> 	<ul style="list-style-type: none"> • <i>HR training</i> • <i>Standard</i> for workshop and warehouse • investment in equipment • attract investors
<i>Key Activities</i>	<ul style="list-style-type: none"> • <i>The innovation for new product</i> 	<ul style="list-style-type: none"> • Creating new packaging • redesign • Cooperation with distributors • Application of SOP production
<i>Key partnership</i>	<ul style="list-style-type: none"> • <i>More solid partnership</i> 	<ul style="list-style-type: none"> • Contracts with suppliers • Strengthen the agreement • recruiting employees

Element	Key Strategic	Program
<i>cost Structure</i>	<ul style="list-style-type: none"> • <i>Rearrange structure</i> 	<ul style="list-style-type: none"> • Allocation of special charges • Maintenance charges • budget allocation

Source: own study.

The results of business model canvas preparation and improvements currently generates with some business activities of program that can be applied to help a better business related to the repaired model. Companies need to make programs that have been prepared with various activities, while the impact for the company such as:

1) Marketing, Business CV Nations Children Perkasa demand to become more optimal on introduce the business to potential franchise and consumers in order to establish brand identity;

2) Internal Development, Human Resource Management aware on important things that need to be developed for the most important asset in company. Development related to product innovation and business packages, this was done during the trend, thus there are an innovation of the offered products and business;

3) Financial and legality, Finance is an important part that is able to improve the business growth and maintain it, while the importance of legality related to licensing and security aspects for any sudden unwanted problems.

5. Conclusion and Suggestion

Companies need to create valued elements of proposition and interest from customers prospective, by doing some certification of products. In terms of channels used by company today are not maximized yet, therefore it needs to involve some additional channels for oil supply. On the improvement element, companies need to increase the distribution channels of information, both direct distribution channels and indirect distribution channels, in terms of direct pipeline company is expected to have permanent office representative, while from indirect channel companies need to develop company's website as a distribution of information to customers, Then, as a company that offers cooperation and in relative long period of time with consumers in this case the franchise as major consumer, the relationship with the franchisee to be one of the most important things to be kept. Within the franchise

business model built with customer relationship can be said to be one of the aspects that can grow customer satisfaction. In addition to serve customers seriously and quickly, reward can be alternative to maintain relationships with franchise as partners and consumers. Besides proximity relationship is expected to be created with more relaxed form of interaction such as gather all the franchise. Relationships with franchisees become one of the most important things to be kept.

SWOT analysis of all elements of business model canvas (BMC) describes the company also obtain some weaknesses of key activities as well as the resources that support the business. For example, raw material distribution activities, on distributing raw materials regarding the needs of current franchise, it still utilize several expeditions without partnering with shipping company and the company did not conduct a scheduled evaluation, the evaluation is only done when there are certain cases only. While the available resources are having several weaknesses such as human resources to work for more than a company, it can be barriers in days if it not immediately finds any solution.

It is expected that management of CV Usaha Anak Bangsa Perkasa can be observed and strengthen the internal aspects of company in develop a franchise business called Yeobo Topokki. Companies also need to prepare the things that can help to develop every innovation. There are expected idea to conduct research in the future, especially market research and marketing research to support a bigger expansion. Companies can also utilize the Business Model Canvas to be combined with other analytical tools to strengthen the analysis of company, whether for internal or external.

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Percentage contribution of each author in the manuscript

Deni Septiandi – 40%

Hartoyo – 30%

Eva Z Yusuf – 30%