

ANALYSIS OF BUSINESS MODEL CANVAS (BMC) AT MAS AGUNG'S BALADO CRAB BUSINESS COTTAGE, SERANG CITY, BANTEN

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ABSTRACT

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Micro, Small, and Medium Enterprises (UMKM) in Indonesia show significant growth, with the fisheries sector being one of the most promising. This research analyzes the business model of Mas Agung Balado Crab Cottage using the Business Model Canvas (BMC) approach by using a qualitative approach method through interviews with business actors, identifying experiences, challenges, and strategies applied in running a seafood business. The results of the analysis show that this business has a diverse customer segment with a strong value proposition, as well as distribution channels that are considered adequate. In addition, collaboration with local suppliers and digital platforms is key in increasing the potential for competitiveness. Mas Agung's Balado Crab Cottage provides insight into the importance of adapting and innovating in facing market challenges, especially during the COVID-19 pandemic.

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) serve as the foundation of Indonesia's economy, with the capacity to create employment opportunities and reduce unemployment amid increasing competition in the job market. At the end of 2019, the COVID-19 phenomenon emerged—a respiratory infectious disease that affected 188 confirmed countries, with Indonesia being significantly impacted. COVID-19 has had a substantial influence on economic growth in Indonesia, particularly in the economic sector (Hanoatubun, 2020)

Micro, Small, and Medium Enterprises (MSMEs) continue to show rapid growth in Indonesia. Based on data from the Ministry of Cooperatives and Small and Medium Enterprises. The number of MSMEs in 2019 reached 65,465,497 units. This number consists of 64,601,352 Micro Business units, 798,679 Small Business units, and 65,465 Medium Business units. This figure reflects the enormous role of MSMEs in the national economic structure in an effort to improve community welfare and

achieve sustainable growth. In this context, the role of Micro, Small, and Medium Enterprises (MSMEs) is highly significant and strategic (Aliyah, 2022). MSMEs serve as the backbone of economic development due to their capacity to absorb labor and distribute the benefits of development.

MSMEs are seen as one of the effective strategies in poverty alleviation efforts. When the economic crisis hit and many large companies slumped due to the burden of foreign debt, MSMEs actually showed strong resilience. Especially export-oriented MSMEs were able to survive and even gain significant profits amid economic instability. Indonesia is country the largest archipelagic state in the world with 17,504 islands and a coastline of 104,000 km. The total area of Indonesia's sea is around. 3.544 million km² or around 70% of Indonesia's territory. This situation should place the fisheries sector as one of the causes of a potential real sector in Indonesia (Putra, 2011). Swimming crab (*Portunus pelagicus*) is one of the fisheries commodities with high economic value whose demand continues to increase from year to year. One of the main export markets for crab is the American region, which in 2011 was recorded as importing 2,234,344 kilograms of sliced crab from Indonesia with a value of USD 44,059,481 (KKP, 2012). In addition, fresh sliced crab is also exported to countries such as Singapore and Japan, while processed sliced crab products in cans are sent to the Netherlands (Yulia, 2006). Overall, sliced crab ranks third as an Indonesian fisheries export commodity based on volume, after shrimp and fish. This shows that the cultivation and processing of sliced fish has very promising prospects, both for the community as small business actors and small ones on the coast for the large-scale fisheries industry.

One way that can be used to design and analyze business models is through the Business Model Canvas (BMC) approach. This method offers a practical and easy-to-apply framework for business people and organizations in evaluating and revising existing business models. With this approach, companies can create business models that are more relevant, effective, and in line with market needs and dynamics.

The Business Model Canvas (BMC) is a visual representation tool through which a business process can be comprehensively described. BMC enables a business to be broadly understood without the need for a formal business plan document. It is one of the most popular frameworks used to define the business models of startups. The canvas is designed so that a business model can be described, visualized, assessed, and modified to enhance the performance of a startup. This canvas can be applied to all types of startups, regardless of their business sector. For startup founders and mentors, the BMC serves as a means to analyze the strengths and weaknesses of the business process (Mohammad K & Hendratmi A, 2015).

Research on Micro, Small and Medium Enterprises (MSMEs), especially in the fisheries sector, has been widely conducted. Various studies have examined the

crucial role of MSMEs in the structure of the national economy, underlined their resilience amidst the crisis, and highlighted the great potential of fisheries commodities. According to (Syahfitri et al., 2023) Has specifically discussed the potential of the fisheries sector in Indonesia as a supporter of the real sector, a relevant view considering Indonesia's geographical conditions as an archipelagic country. Furthermore, analysis of the value chain of export fisheries commodities, such as shrimp and fish, has also been widely discussed, consistently placing both as the mainstay of Indonesian exports. The focus on the crab commodity (*Portunus pelagicus*) has not escaped attention; data from the Ministry of Marine Affairs and Fisheries (2012) and research clearly show the high economic value of crab and broad export opportunities, both for fresh and processed products. However, it should be noted that most of the existing research tends to focus on the technical aspects of cultivation, production, or macro market analysis, providing an important foundation but not specifically and in depth applying the Business Model Canvas (BMC) framework to evaluate and formulate business strategies for MSMEs in this sector.

Seeing this gap, this study comes with significant novelty and contribution through a focus on the design and analysis of the crab UMKM business model using the Business Model Canvas (BMC) approach. The main novelty lies in the application of BMC holistically, not only identifying its elements but also analyzing the relationship between elements to optimize the operations and business strategies of crab UMKM. This study specifically fills the gap in business model analysis on crab commodities, which despite having great potential, are still limited in comprehensive studies from a BMC perspective. Thus, the results of this study are expected to provide practical contributions as relevant and effective guidelines for crab UMKM actors on the coast. The goal is to increase the competitiveness and sustainability of their businesses in both domestic and international markets. Furthermore, this study seeks to bridge the understanding between the resilience of MSMEs amid economic instability with the promising potential of crab exports, thus providing a more comprehensive picture of how crab UMKM can take advantage of global market opportunities. Through the BMC approach, this study aims to present a clear roadmap for crab MSMEs to redesign or strengthen their business models to be more adaptive, efficient, and able to compete effectively in the global market (Umar et al., 2018).

LITERATURE REVIEW

1. Micro, Small and Medium Enterprises Food

Micro, Small, and Medium Enterprises (MSMEs), the food sector plays a dominant role in the Indonesian economy, especially in offering culinary diversification and supporting the local economy. Food MSMEs have shown their

ability to reflect market needs, changes, and adaptability to changes in consumer preferences and seasonal trends. This can be seen from the diversified offering of Products such as blood cockles, green mussels, crabs, squid, octopus, and tilapia. Effective partnerships with local suppliers, such as fishermen and collectors of ingredients from Karangantu, can improve product quality and ensure the availability of raw materials for MSME food. Based on study which according to (Caswito et al., 2024), MSME food business actors must establish an adaptive business plan to overcome market problems and increase competitiveness. SWOT analysis and Business Model Canvas can be applied to reveal strengths, weaknesses, opportunities, and threats in business and create a business model that is in accordance with market conditions.

2. Utilization Business Model Canvas (BMC) In Food UMKM

Business Model Canvas (BMC) is a useful tool for understanding and designing MSME business models. BMC helps businesses to visualize key elements of their activities, such as customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures. In the context of the seafood business, BMC targets seafood lovers, small restaurants/ stalls, and event/celebration planners. The business value proposition focuses on the choice of fresh seafood quality, restaurant/ home delivery services, and event/ celebration catering. The distribution channels used are home/restaurant delivery and cooking services at the event/ celebration location. Research by (Wulandari et al., 2022) focus on the implementation of BMC can be used to support UMKM food in the search for unique value propositions and profitable customer segments. By analyzing each component of BMC, UMKM can develop appropriate alternative business development strategies and determine the main strategic priorities for improving the business model.

3. Additional Insights from Seafood Business Interviews

Product Specialization: The company specializes in seafood products such as cockles, green mussels, crabs, squid, octopus, and tilapia. Specialization allows the company to produce quality products that are in accordance with its expertise. **Experience and ability:** The business actors have had experience since 2011 and

chose to focus on the seafood business because of the abilities they have, without ever trying others business. According to (Intan Maharani Hartanti Candra, 2022), experience, and the motivation of entrepreneurs has a positive and significant influence on the success of MSMEs. This is based on the importance of the ability to run and develop a business.

Impact of the COVID-19 Pandemic: During the COVID-19 pandemic, businesses were affected by the impact caused by operational time limits.

However, sales remained stable due to demand from clients who could not gather and chose to order food to eat at home. So (Saputra et al., 2022) emphasized that collaboration capabilities have a direct influence on the resilience of MSME businesses.

Availability of Raw Materials: Despite the border during the pandemic, the supply of seafood raw materials remained smooth, allowing businesses to continue operating and meeting client demand. This insight highlights the importance of adaptation, professionalism, and supply chain management in the success of MSME food, especially in overcoming disruptions such as the pandemic. (Lusiantoro, 2021) in a case study on MSMEs in Yogyakarta showed that each MSME has its own way of adapting to maintain the supply chain during the COVID-19 pandemic.

METHOD

This study uses a qualitative approach method to gain an in-depth understanding of business strategies and operational dynamics at Pondok Usaha Kepiting Balado Mas Agung, Serang District, Serang City, Banten. (Basrowi. & Suwandi, 2009) said that qualitative research is when researchers can identify subjects and feel what subjects feel in everyday life. In qualitative research, researchers will understand the background of the atmosphere and natural events according to what is being studied. Each of these events is a unique object because the context is different.

The purpose of qualitative research it is to master the situation by focusing on describing it in detail and in-depth about the portrait of a natural Condition (natural setting), Primary data collection was conducted through interviews with business owners and employees, who were selected purposively because they were considered to have direct knowledge and experience related to business management. What actually happened was according to what was in the study field. The interviews were conducted semi-annually. Structured, using question guidelines but still providing space for informants to develop answers according to

their experiences and views. The purpose of this interview was to explore information about marketing strategies, business challenges, and innovations implemented at *Kepiting Balado Mas Agung*.

According to The interview is the process of obtaining information for research purposes using face-to-face questions and Answers between the interviewer and the respondent or person being interviewed, with or without using interview guidelines. Research This using the semi-structured interview method, according to semi-structured interviews are interviews where the research subjects can provide free and unrestricted answers. However, the research subjects must not deviate from the predetermined theme.

The data obtained were analyzed using qualitative data analysis techniques through the process of data reduction, data presentation, and inductive drawing of conclusions to find themes, patterns, and meanings that are relevant to the research objectives.

The objective of qualitative research is to grasp the situation by providing a detailed and in-depth description of a natural setting. Primary data were collected through interviews with the business owner and employees, selected purposively based on their relevant knowledge and direct experience in business operations. The data collected reflect actual occurrences in the field. Interviews were conducted in a semi-structured manner, using a guiding framework of questions while allowing respondents the flexibility to elaborate on their answers according to their experiences and perspectives. These interviews aimed to explore insights into marketing strategies, business challenges, and innovations implemented at *Kepiting Balado Mas Agung* (Kvale, S., & Brinkmann, 2015).

An interview is a method of obtaining research information through face-to-face question-and-answer sessions between the interviewer and the respondent, with or without an interview guide. The semi-structured interview method offers respondents the freedom to answer openly while remaining within the boundaries of the predetermined themes (Patton, 2015).

The collected data were analyzed using qualitative data analysis techniques, including data reduction, data display, and inductive conclusion drawing to identify themes, patterns, and meanings relevant to the research objectives (Miles, M. B., Huberman, A. M., & Saldaña, 2020).

RESULT AND DISCUSSION

Key Partners * Fishermen and seafood collectors from Karangantu. * Regular suppliers of high-quality local seafood	Key Activities * Procuring and selecting seafood (stocked for 4–5 days). * Cooking and serving shellfish. * Fulfilling delivery orders. * On-site cooking service for gatherings or events.	Value Propositions * Freshly selected seafood with consistent quality. * Delivery and catering services for events. * Reliable supply chain, even during pandemics.	Customer Relationships * Direct face-to-face interaction at the food stall. * Order and confirmation via phone/WhatsApp * Personalized service without formal partnerships.	Customer Segments * Seafood enthusiasts Small restaurants and food stalls. * Event and gathering organizers.
	Key Resources * Physical food stall (operational from 12:00 PM to 12:00 AM) * Three-person team (Mr. Agus + 2 worker friends) * Network of local seafood collectors and fishermen		Channels * Home and restaurant delivery service * On-site cooking at events	
Cost Structure * Purchase of fresh seafood from fishermen/collectors * Transportation and logistics costs * Operational staff wages * Stall operations (rent, utilities, packaging)			Revenue Streams * Sales of seafood (by kilogram and portion) * Delivery service fees * Event catering services * Monthly income based on stock and sales volume	

Figure 1. BMC Spicy Crab



Figure 2. Mr. Agus's Business



Figure 3. Interview Activities

Table 1. Profile of Balado Crab Business

Category	Description
Name	Mr. Agus
Age	40 years old
Origin	Cirebon
Start of Business	2011 (14 years old)
Business Location	Staying in one place
Type of Business	Seafood sales (delivery/pick-up & cooking at celebrations)
Material Supplier	Fishermen from Karangantu, changing but regular
Products Sold	Blood cockles, green cockles, crabs, squid, octopus
Covid Condition	Smooth, ingredients are picked up by yourself so you can choose the size
Business History	Previously sold piscok, now handled by my younger sibling
Monthly Income	Minimum 8 million, gross 6 million, maximum 10 million
Operational Hours	12 noon – 12 midnight
Stock System	Stock 4–5 days, if it runs out, buy it immediately
Best-Selling Products	Clams and crabs
Collaboration	Refused cooperation because he didn't want to deal with people
Number of Workers	3 people (including Mr. Agus and 2 friends)
Material Purchase Price	Shrimp Rp140,000/kg, Crab Rp500,000/kg
Crab Price in 2011	Rp30,000/kg
Price Increase	From Rp30,000/kg (2011) to IDR 100,000–500,000/kg (2025)

Focuses on the supply of quality fresh seafood through strategic partnerships with Karangantu fishermen. The main activities include procurement, processing (cooking & serving at the hut), as well as delivery and catering services with a variety of menus. The main value offered is product freshness and service flexibility, which shows business resilience.

Customer relationships are built directly and personally. The main resources are the physical hut and a small team. Distribution channels are through delivery and catering services. The cost structure includes raw materials, transportation, salaries, utilities, and packaging. Revenue is generated from direct sales, delivery services, and event catering, showing diversification of revenue streams (Pratiwi, D. A., & Purnomo, 2021).

1. Customer Segments

The Kepiting Balado business targets several consumer groups, from big fans of seafood, especially balado crab, to families and groups of friends who want to enjoy food together. In addition, individuals with busy lifestyles who are looking for practical yet delicious dining solutions through delivery services are also targeted. Not to mention, local and foreign tourists who want to taste spicy Indonesian cuisine, as well as potential orders from companies for various events or employee consumption.

2. Value Propositions

The main attraction of this business lies in the unique, authentic taste of delicious Balado Crab. The assurance of quality and freshness of crab is a priority to satisfy customers. Ease of ordering and enjoying dishes, especially with the delivery service, is also an added value. The choice of spiciness level can be an advantage to accommodate diverse tastes. Attractive and safe packaging for carrying or shipping also increases the product's value. Finally, competitive price offers, which is an important consideration for consumers.

The core value proposition offered by this business lies in the provision of high-quality fresh seafood and flexible services, including delivery and catering. Amid the challenging circumstances of the pandemic, the business has successfully maintained the continuity of its supply chain, demonstrating strong adaptability and operational resilience—two critical aspects of a successful business model (Hesniati & Oktariato, 2023).

3. Channels

To reach consumers and distribute products; these businesses can utilize various channels. The presence of physical stores allows for direct interaction and a dine-in experience. Online delivery services through popular platforms or in-house applications expand market reach.

Social media plays a vital role in promotion, building brand awareness, and interacting with customers. A dedicated website or ordering application can give businesses more control in serving customers. Potential collaborations with catering services or event organizers can also be alternative distribution channels.

4. Customer Relationships

Building strong bonds with customers will increase loyalty. Warm, responsive service, both in-store and when ordering online, is crucial. Loyal customer reward programs, such as points or discounts, can encourage repeat purchases. Active engagement on social media through content and responding to customer questions can build a community. Listening and acting on customer

feedback shows concern and improves service quality. When possible, personalizing orders such as spice levels or additional toppings can increase individual satisfaction.

5. Revenue Streams

The main source of income for this business is certainly from direct sales of the main menu, namely Balado Crab. Other potential income can be obtained from the sale of drinks and side dishes. If catering services are offered, this will be an additional source of income. Sales of frozen or ready-to-cook products (if any) can also expand the revenue base usually becomes adequate involving distribution a profit or commission system.

6. Key Activities

Key need activities that partnerships with delivery platforms carried out to make the business run successfully, including purchasing and selecting fresh crabs of the best quality. The process of cooking Balado Crab according to a consistent recipe and producing a delicious taste is the core of the operations. Marketing and promotional activities through various media are needed to attract and maintain customer efficient order and delivery management, especially for online orders, is essential. Excellent customer service at every touchpoint is a priority. Effective management of raw material inventory and kitchen operations is also crucial.

7. Key Resources

Important assets needed by this business include the availability of the main raw material, namely fresh crab. The unique and quality-maintained Balado Crab Recipe is an intellectual asset. Adequate kitchen facilities and cooking equipment are operational needs. Competent workers who cook and serve customers are vital human resources. An attractive and memorable brand is a marketing asset. A reliable network of crab suppliers is an important external resource. Vehicles or cooperation with logistics services are needed for delivery.

8. Key Partnerships

Strategic collaboration with other parties can support business operations and growth. Relationships with trusted crab suppliers who offer competitive prices are essential. Partnerships with online delivery platforms such as GoFood and GrabFood expand market reach. Cooperation with quality and safe food packaging providers ensures that products reach customers safely. Relationships with suppliers of other raw materials, such as herbs and spices, are also crucial. Potential collaborating with culinary influencers can increase visibility and promotion.

9. Cost Structure

Details of costs in the Crab Balado Business include expenses for purchasing the main raw materials (crabs, spices, etc). The kitchen operating costs such as gas cylinders, electricity, and water also need to be taken into account. Salaries or wages for workers (chefs, waiters, delivery people) are a significant cost component. The budget for marketing and promotion is also important. If any, the cost of renting a business premises needs to be considered. Product packaging costs as well as transportation costs or commissions for delivery services are also included in the cost structure. Finally, licensing costs and aspects of the legality of the business also need to be taken into account.

CONCLUSION

Pondok Usaha Kepiting Balado Mas Agung has successfully utilized a structured business model through the BMC approach. This business targets various customer segments, offering quality products with added value that attract consumers. The availability of stable raw materials and strategic partnerships with local fishermen support The operational sustainability of Pondok Usaha Kepiting Balado Mas Agung. Despite facing challenges due to the COVID-19 pandemic, this business continues to demonstrate resilience by utilizing delivery services and digital promotions. To increase efficiency and competitiveness, it is hoped that business actors will be able to continue to innovate and adapt to market changes and strengthen relationships with customers through more personal and responsive services.

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