

Assistance in Training Business Strategy Model Canvas in *Sambal Pecel* UD Business Distra Adjie Madiun City

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Article history

Submitted: 2024/06/19; Revised: 2024/07/13; Accepted: 2024/10/12

Abstract

This article examines the implementation of Business Model Canvas (BMC) strategy training in the UD Distra Adjie *Pecel* business in Madiun City. The purpose of this community service is to discuss the challenges faced by UD Distra Adjie such as marketing difficulties and fluctuating business performance, and to propose BMC training to optimize its business strategy. This community service method uses the Asset Based Community Development (ABCD) approach. This training empowers UD Distra Adjie business actors by utilizing their assets and resources. The training includes interactive workshops, strategic planning, and ongoing monitoring and evaluation to ensure practical implementation and sustainability. The results of the community service show a significant increase in strategic understanding, business model development, and competitive position. Participants actively participate in the BMC process, which leads to increased creativity, innovation, and economic empowerment. The study results conclude that BMC training improves individual business performance and positively contributes to the regional economy by fostering a stronger entrepreneurial environment.

Keywords

Assistance, Business Model Canvas, Training.



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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) have a very important role in the structure of the Indonesian economy. The contribution of MSMEs to the Indonesian economy has proven to be significant. (Yunus et al., 2022). Based on data from the Ministry of Cooperatives and Small and Medium Enterprises (Kemenkop UKM), the total number of Micro, Small, and Medium Enterprises (MSMEs) currently reaches 64.2 million entities (Irawan et al., 2023). The contribution of MSMEs to the Gross Domestic Product (GDP) reached 61.07%, equivalent to a value of around Rp 8,573.89 trillion (Sidabutar et al., 2023).

UD. Distradji is one of the hundreds of SMEs in Madiun City, focusing on producing Madiun specialties known as *sambal pecel*. *Sambal* parcel is widely known as a typical Indonesian spicy dish made from mashed chili, onions, peanuts, and other mashed spices (Harmayani et al., 2019). Distradji chili sauce business has been operating since 2014 and is an example of a small industry. This chili sauce business's main challenge is more marketing (Ainis Rohtih et al., 2023). This situation arises due to strong competition, which changes the performance of Micro, Small, and Medium Enterprises (MSMEs) Distradji. The success and failure of Distradji chili sauce tend to fluctuate. MSMEs with Distradji have yet to identify the superior factors that distinguish them from competitors, ultimately leading to their weaknesses. (Asfahani A; Pasaribu AA; Suwarna AI, 2023). Therefore, it is necessary to review various aspects, including the quality of *sambal pecel* products produced by UD. Distradji implemented promotion plans, built distribution channels and appropriate pricing, and gained an understanding of the characteristics of competitors in the market.

Sambal pecel is a traditional East Javanese dish, especially from Madiun, consisting of various boiled or mixed vegetables served with spicy and delicious chili sauce. Madiun City has a long history of producing chili sauce and is known as one place that produces quality chili sauce (Warnaningtyas, 2020). The culinary tradition of *sambal pecel* refers to the dish's taste and contains cultural and historical elements (Handayani et al., 2023). Various places to eat, street vendors, and restaurants that offer unique variations of *sambal pecel* with various spices and appearances. The income of *sambal pecel* can be a culinary tourism attraction for tourists who want to taste the authentic taste and uniqueness of this traditional East Java dish (S. S. Nugroho, 2021). In addition, *sambal pecel* as a local product also positively impacts the local economy and promotes regional culinary heritage (Wibowo & Darsono, 2022).

Based on the above problems, this service aims to overcome the situation by implementing training on strategies Business Model Canvas (BMC) for UD *Sambal Pecel* Business. Distradji Madiun. This step explained to business actors the importance of developing business with the BMC approach and optimizing company performance by implementing the Canvas Business Model. Studies conducted by (Maftahah et al., 2022) Mentioned that the proper implementation of BMC can increase the revenue of a business unit. Business Model Canvas is a tool that helps identify the type of business being run or planned in more depth.

Based on this issue and the service focus, we intend to assist more deeply related to the quality of UD's *sambal pecel* products. Distradji, marketing and pricing strategies, and looking for opportunities to be favored in competition through BMC strategies. The purpose of this community service is to discuss the challenges faced by UD Distradji such as marketing difficulties and fluctuating business performance, and to propose BMC training to optimize its business strategy.

METHOD

The approach strategy used in this community service project is ABCD (Asset Based Community Development), which focuses on valuable elements owned by the company, otherwise known as an asset-centric approach. This approach, also called the asset-based approach, combines acting methods with ways of thinking about development (Hamdi, 2019). Asset-Based Community Development refers to strategies generally applied in community development efforts (Riyanti & Raharjo, 2021). This approach seeks to empower communities with the potential and the resources they have to solve the problems at hand in service activities at UD. Distro Adjie will be held from August 28 August 28, 2023, to October 28 October 28, 2023. Service activities generally occur in two forms: mentoring BMC strategy training and developing local product variants.

RESULTS AND DISCUSSION

Implementing Business Model Canvas (BMC), strategy training assistance activities in a business can be carried out through a series of organized and interactive stages. The following is an overview of implementing these activities: First, mentoring begins with identifying business needs and a deep understanding of the existing business model. The mentoring team will meet with the business owner or stakeholder to gather basic information, assess challenges, and determine the objectives of the BMC training.

The mentoring team will explain the BMC concept to the trainees at this stage. It includes an introduction to the nine elements of BMC, an explanation of the significance of each element, and how to identify the relationships between the parts to form an integrated business strategy. Furthermore, an interactive workshop is conducted where participants will be directly involved in designing and developing a Business Model Canvas for their business. The mentoring team will provide guidance, case studies, and practical examples to guide participants in filling in each section of the BMC. Discussion and collaboration between participants will also be emphasized to maximize creativity and diversity of ideas. After participants completed filling in the BMC, an analysis and feedback session was conducted. The mentoring team will provide an in-depth evaluation of the BMC that has been created, highlighting strengths, weaknesses, opportunities, and threats that may arise. These discussions provide further insights to participants to refine and optimize their business strategies.

Participants will be asked to make adjustments based on the feedback provided. The mentoring team will then assist in planning the implementation of business strategies generated from BMC. It includes practical steps, resource allocation, and determining the next steps to optimize results. The mentoring process does not end after the training session. The mentoring team will develop a mechanism to monitor and evaluate the continuous implementation of BMC. This can involve regular meetings, performance analysis, and strategy adjustments for market changes or business needs (Kamis et al., 2017). With this

approach, implementing BMC training assistance activities in business becomes more holistic and interactive and focuses on real applications in improving the company's business model and competitiveness.

Based on observations and experience in assisting, parcel *sambal* entrepreneurs at UD often complain about several obstacles or problems. Distradji: The low quality of human resources and the lack of entrepreneurial knowledge and competence result in low business and labor productivity (L. Nugroho & Hidayah, 2020). This can also be seen in their inability to manage their business, especially regarding recording/bookkeeping rules. Lack of expansion in the marketing of *sambal pecel* products, which has an impact that only sells slowly (Kamil et al., 2022). Lack of product innovation. UD. Distradji still lacks mastery of technology, management, information, and markets.

The team evaluates things that are still lacking and require improvement to sustain the program and cooperation with partners. In this phase, the team held meetings with partners to provide feedback to each other and introspect on the implementation of community service programs. This whole series of service activities can be represented in Figure 2.

Using the ABCD approach, this devotion aims to improve the quality of UD's *sambal pecel* products. Distradji, deepen knowledge related to marketing strategy and pricing and encourage the development of opportunities that can be favored in competition with competitors. At this stage, the service team determines the steps in the community service program, which involves organizing Business Model Canvas strategy training for the UD chili sauce business. Distradji Madiun. By design, these steps are expected to be as expected. The steps taken by the application of this service approach method are Asset Based Community Development in our service approach method as follows;

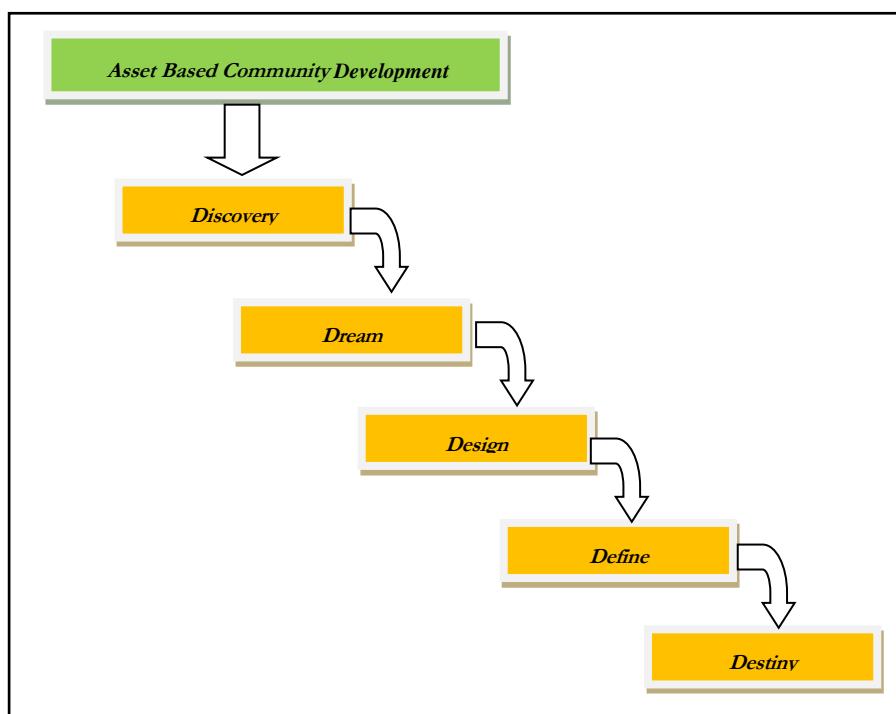


Figure 1. Activity Process Flow

The course of action in the asset-based community development approach known as ABCD involves a series of stages implemented sequentially, including Discovery (Evaluation), Dream (Dream), Planning (Planning), Define (Strengthening Purpose), and Destiny (Self-Determination) (Musta'in et al., 2022). All five stages become a frame of reference in carrying out asset-based empowerment efforts. The description of each step is as follows:

- **Discovery**

In this phase, the service team visited UD. Distra Adjie to conduct an interview session with the owner regarding the continuity of business operations that have been run for a long time. This aims to identify potential assets for UD—Distra Adjie which has the potential for further development.

- **Dream**

The dedication team deeply explores UD's aspirations and goals in this phase. Distra Adjie is a foundation for designing activity strategies that will be the main guidelines in implementing this community empowerment program as optimally as possible.

- **Design**

Given the complexity of the problems faced by UD. Distra Adjie, the service team offers various alternative ways and methods to overcome the challenges partners face.

- **Define**

At the Define stage, the service team decided to use BMC to address the problems faced by UD. Distra Adjie. BMC was selected because this tool can identify various obstacles faced by partners by exploring the potential possessed by partners to overcome problems.

- **Destiny**

Then, at the Destiny stage, the service team introduced the BMC concept and showed the steps for assembling it to uncover the main problems being faced by UD. Distra Adjie. The results of using BMC are then presented for more in-depth analysis by the service team.

The impact of changes felt after attending the Business Model Canvas strategy training is a lot for trainees. They can get some things that were previously unknown during this BMC training. The results of service implementation in mentoring Business Model Canvas strategy training in business can be reflected in several achievements and changes. The following is an overview of the results of the implementation of the service: Through BMC training, business participants successfully experienced an increased strategic understanding of key elements in their business model. They can now more clearly identify the added value offered to customers, identify crucial resources, and understand how those elements interact to form a robust business strategy. Participants succeeded in developing an integrated and comprehensive BMC for their business. Every element of BMC is now interrelated and supportive, creating a solid foundation for strategic decision-making (Faisal & Kisman, 2020). Structured BMC development helps participants identify new opportunities and design

strategies to overcome existing challenges.

The mentoring process motivates participants to think innovatively and creatively in designing their business models. By utilizing interactive workshops, participants can align their vision with market needs, create stronger differentiation, and find new ways to add value to customers. Increasing strategic understanding and development of BMC not only stops on paper but is also reflected in real implementation in the business. Participants have implemented business strategies planned in BMC, allocated resources more efficiently, and implemented new initiatives that support business growth. The result of the implementation of this service is an increase in the competitiveness of participants in the market. With a strong BMC, participants can be more responsive to market changes, anticipate trends, and provide more relevant solutions to customers. This contributes to a more advantageous position within the industry. Mentoring does not stop at the training stage but involves continuous monitoring and evaluation mechanisms (Holst et al., 2020). Participants and mentoring teams regularly monitor the performance of BMC implementation, make adjustments if needed, and ensure the sustainability of the success of the implemented business strategy. Through this series of steps, the results of the implementation of dedication in BMC training assistance in efforts create a positive and sustainable impact, increase the strategic capacity of participants, and make a real contribution to the growth and success of their businesses.

The dedication of Business Model Canvas strategy training to business has a profound impact on changing the paradigm and ability of participants to manage their business. Among the impacts for BMC trainees: Implementing BMC training takes participants beyond a basic understanding of their business. They undergo a conceptual transformation that changes how they view and design business strategies. This process involves a deep understanding of customer value, revenue streams, and other core elements within BMC. Participants compile business plans and internalize business strategies as a foundation of integrated thinking. This devotion is not just about providing information; it is a process of empowering entrepreneurs. Participants receive knowledge from the mentoring team and are invited to collaborate and actively design their own BMC. This empowerment creates a sense of ownership and responsibility toward business success, motivating them to take the initiative in implementing their chosen strategies (Purwanti et al., 2023).

The in-depth analysis also highlights the practical application of BMC in participants' day-to-day business operations. The resulting BMC is not just a static document but a dynamic tool that participants use to make strategic decisions, identify new opportunities, and face market challenges. It demonstrates the effectiveness of training in integrating strategic concepts into the day-to-day practice of business (Susanto, 2022). Mentoring through interactive workshops encourages participants to think creatively and innovatively in designing their BMC. This creative process allows participants to consider new approaches to their business models, generating unique ideas and creative solutions. This creativity is an important element in increasing business differentiation and competitiveness. The in-depth analysis also illustrates a commitment to sustainability and sustainability (Wulan & Sanjaya,

2022). The continuous monitoring and evaluation mechanism implemented by the mentoring team and the participants creates the foundation for the continuity of BMC implementation. This reflects not just momentary success but also sustainability in improving and managing business strategies adaptively.



Figure 2. Indoor and outdoor BMC training activities

Overall, this in-depth description of the service confirms that BMC training mentoring results in surface change and a profound transformation in how participants think, plan, and manage their businesses. Success is measured not only by the BMC documents produced but also by the tangible impact seen in daily operations and positive contributions to the community.

In addition, mentoring is expected to provide direction in developing effective marketing strategies, including using social media and local promotion to increase their brand visibility. A deep understanding of the cost structure and revenue generated from each market segment is also expected to be gained through this mentoring. Furthermore, it is hoped that there will be support in identifying potential collaborations with other parties to strengthen their chili sauce business. Through this assistance, UD is expected. Distra Adjie can optimize its business strategy, increase competitiveness, and achieve sustainable growth in the chili sauce industry in Madiun City.



Figure 3. UD locations. Distra Adjie Madiun City



Figure 4. One of UD's products. Distra Adjie

Assistance in Business Model Canvas Strategy Training at UD *Sambal Pecel* Business. Distra Adjie in Madiun City is an interesting subject to be discussed scientifically. This kind of training reflects the implementation of business concepts based on BMC, a framework that holistically details the key elements of developing and updating business models.

Theoretically, this assistance provides an opportunity to apply the principles of BMC developed by Alexander Osterwalder and Yves Pigneur. Elements such as Customer Segment, Value Proposition, Distribution Channel and Cost Structure are integrated into the business context (Anggraini & Baturaja, 2020; Warnaningtyas, 2020). Discussions involve related theoretical concepts, such as determining broader customer segments to gain competitive advantage, innovation in value propositions as differentiation strategies, and increased efficiency in cost structures (Desembrianita et al., 2023; Haryono & Fathoni, 2017). In addition, from a practical point of view, scientific discussions can discuss the concrete impact of implementing BMC strategies on UD. Distra Adjie. This includes changes in business processes, increased customer engagement through rewards, and price adjustments based on product variations (Amelisa et al., 2018; Inayah et al., 2019; Maharani, 2015; Rani et al., 2022; Setiawan & Safitri, 2019). The discussion can also highlight the role of training and human resource development in improving operational effectiveness and employee productivity.

From an economic perspective, this training assistance can open discussions about the impact on local economic growth, job creation, and UD's contribution. Distra Adjie to the surrounding business ecosystem. These factors reflect the importance of empowering small and medium enterprises in moving the wheels of the local economy (Musa et al., 2024). In addition, social and cultural aspects can also be the focus of discussion. How UD. Can Distra Adjie play a role in maintaining local wisdom in making *sambal pecel* while responding to the demands of the growing market? Discussions can explore the cultural impact of BMC's strategy on business identity and how this can improve the image and sustainability of the business.

In general, scientific discussions on Strategy Training Assistance Business Model Canvas on UD's *Sambal Pecel* Business. Distra Adjie covers theoretical, practical, economic, social, and cultural aspects. Through an in-depth analysis of the application of BMC in this case, richer

and deeper insights can be formed regarding the integration of business concepts with the real dynamics of micro and small enterprises in the local context (Rizkinaswara, 2020; Tadjuddin & Mayasari, 2019; Theosofi, 2020).

Analysis of the Business Model Canvas strategy training service discussion on business includes a deep understanding of the participants' impact, change, and involvement in this activity. Here are some of the key analyses the authors describe:

1. Increased Understanding and Awareness:

This dedication significantly increased participants' understanding and awareness of their business strategies. By thoroughly understanding each element of BMC, participants can clearly articulate the unique position and value they offer in the market. This awareness-raising is an important foundation for smarter and more strategic decision-making.

2. Participant Involvement in BMC Development:

The active involvement of participants in BMC development through interactive workshops is a key success factor. This collaborative process facilitates the formation of a structured BMC and encourages innovation and creativity. Participants feel they have direct involvement in designing their business strategy, creating a deeper sense of responsibility and understanding.

3. More Effective Business Strategy Implementation:

The analysis showed that participants designed the BMC as a strategic document and successfully implemented the planned business strategy. The existence of concrete planning and proper allocation of resources reflects the readiness of participants to implement positive changes in their efforts. This indicates that BMC training has a real impact on daily business operations.

4. Increased Competitiveness and Adaptability:

Participants involved in this service can increase their business's competitiveness. Understanding market dynamics and adjusting business strategies through BMC make them more adaptive to external changes. This enhanced competitiveness opens up new opportunities, allowing participants to explore the market better and gain a competitive advantage.

5. Sustainability through Monitoring Mechanism:

An important aspect of the success of this service is the monitoring and evaluation mechanism applied. By implementing a sustainable approach, the mentoring team and participants can measure the impact of business strategies, identify change, and ensure long-term success.

6. Economic Empowerment and Local Entrepreneurship:

This dedication can empower local economies through more resilient and sustainable business development. This service also supports the growth of the region's entrepreneurial sector by equipping participants with the necessary skills and strategies.

The discussion analysis indicates that implementing BMC training services to businesses is not just about providing conceptual knowledge but about real transformation that allows participants to manage and improve their businesses. The success of this service can be seen in the positive impact generated, both in terms of strategic understanding, tactical implementation, and the active role of participants in shaping the future of their business.

Let's analyze more deeply by juxtaposing the results of previous service research and relevant theories in the context of micro and small businesses. It can be seen that comparison with previous dedicated research on business model development provides a foundation for understanding the context and challenges UD faces. Distradji. Suppose the results of previous studies show certain patterns in changing business models in micro and small enterprises (Hamzah et al., 2023). In that case, this can be used as a comparison to evaluate the success or potential obstacles in implementing BMC in the case of *sambal pecel* (Andaningsih et al., 2022; Tadjuddin & Mayasari, 2019).

Within a theoretical framework, Osterwalder and Pigneur's concept of BMC became the main foundation. The discussion can be expanded to consider related theories, such as innovation theory, to explain how innovation in chili sauce products can be integrated into the Value Proposition (Anggraini & Baturaja, 2020). Market segmentation theory and consumer behavior can also be used to detail how adding customer segments can effectively increase market share (Irwansyah et al., 2021; Prasetyo et al., 2022). In addition, partnership theory and business networking can be relevant in strengthening UD business relationships. Distradji with partners and customers. This concept can be compared to previous research findings that highlighted the role of partnerships in improving competitiveness and business continuity at the micro and small levels (Hidayat et al., 2023; Irawan et al., 2023).

The economic and social impact aspects of this training assistance can also be assessed by comparing the findings with previous research that includes an analysis of small business development's economic and social impacts (Bilan et al., 2020). Is the implementation of BMC at UD. Does Distradji contribute significantly to local economic growth and job creation? It is also important to look at the human resource management (HR) approach adopted by UD. Distradji after training. How does the training improve employee competence, and is it in line with previous research findings highlighting the importance of HR development in improving business performance?

Overall, scientific discussions juxtaposed BMC training assistance at UD. Distradji, with the results of previous service research and relevant theories, can provide a more holistic and in-depth understanding of the impact of BMC's strategy in developing the chili sauce business at the micro and small levels in Madiun City. It can also provide insight into generalizing findings to similar applications to micro and small enterprises in other sectors.

CONCLUSION

The mentoring of Business Model Canvas (BMC) strategy training has proven to enhance participants' understanding of strategic business management significantly. Through interactive workshops, participants gained practical insights and skills that enabled them to implement BMC in their daily business operations effectively. This hands-on approach fostered creativity and innovation and empowered entrepreneurs to develop sustainable business strategies.

The positive impact of this training extends beyond individual businesses, contributing to the growth and stability of the local economy by strengthening the entrepreneurial ecosystem. To sustain these outcomes, it is recommended that ongoing mentoring programs be implemented to support participants in refining their BMC strategies. Additionally, establishing a network platform for participants to share experiences and best practices can enhance collaboration and innovation. Post-activity follow-up plans should include periodic evaluations to assess progress and identify areas requiring further guidance, ensuring long-term success and development within the entrepreneurial community.

ACKNOWLEDGMENTS

The author would like to thank the Sunan Giri Ponorogo Islamic Institute through LP2M for providing space to write this service article and financial resources to fund this service activity. We remember to express our thanks to the publisher of this journal, who has provided facilities for reviewing and publishing this article.

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