



Social Business Strategy Analysis of Canvas Model (SBMC) Souvenir Bamboo Tasik (Sobat Asik) in Pandemic Time

Ayu Pebriani, Mira Nurfitriya, Tika Annisa Lestari Koeswandi*

Entrepreneurship Study Program, Universitas Pendidikan Indonesia, Indonesia

Correspondence: E-mail: ayupebriani1602@upi.edu

ABSTRACT

Study this background by the Covid 19 pandemic in Indonesia which caused problem are you serious appear like decrease in sales volume good for company big as well as SMEs such as Bamboo Souvenirs Lake (Sobat Asik) in the city of Tasikmalaya. Formulas problem in study this is the sales volume of Bamboo Souvenirs Lake (Sobat Asik) in time Covid-19 pandemic is decreasing as well as no balanced with marketing optimally. Destination study this for knowing how description general and form strategy business Social Business Model Canvas (SBMC) Bamboo Souvenir Lake (Sobat Asik) and how formulation the right strategy at the time Covid-19 pandemic. Method study use method qualitative descriptive. Primary data obtained from company internal party buddy Absorbed while secondary data obtained from multiple data books, journals and bulletin. Results the research is strategy social business model canvas (SBMC) can made tool analysis new for social enterprise, which aims for designing formulation strategy business new and analyzed with strategy blue ocean for knowing scale priority strategy formulated business.

ARTICLE INFO

Article History:

Submitted/Received 23 March 2021

First Revised 18 May 2021

Accepted 25 July 2022

First Available online 23 Aug 2022

Publication Date 01 September 2022

Keyword:

Strategy Business, Covid-19 Pandemic, Social Business Model Canvas (SBMC).

1. INTRODUCTION

In this era of the covid 19 pandemic, perpetrators effort sued for could endure in face different conditions (Kofman et al., 2020). The Covid 19 pandemic has an impact direct to various aspect wrong the only one aspect economy creative like Sobat Asik. Decreased sales volume becomes wrong one factors that make buddy Absorbed must replace strategy medium business used that is SWOT analysis with strategy new right for social enterprise. One of the developed business models by Alexander Osterwalder and Yves Pigneur could made as reference in do business that is business model canvas. A business model that describes base thinking about how organization create, give, and catch value. Analysis Social The Business Model Canvas (SBMC) is a technique used for describe the business model social visually, technically this used for create a business model for companies engaged in social (Osterwalder & Pigneur, 2010).

Results or outside in study this is for knowing how a company arrange strategy right business at the right time pandemic.

2. METHOD

Study this use method qualitative descriptive. Method qualitative descriptive see existing problems with apply procedure work and data that can collected through interview, notes fields, photos , documents , memos, and document official others (Moleong, 2013). Method study qualitative descriptive in study this aim for knowing description general about strategy medium business used by Sobat Asik, form SBMC Sobat Asik It's during the pandemic and formulation the strategy.

Source of data used in study this there is two that is primary data sources and secondary. Primary data is done with

method with Interview by direct to owner effort and the staff in the finance and coordinator field, then processed (coding). Secondary data in study take a number of information from a agency related, study literature and various journal nor other related research with object researched.

2.1 Management Strategy

Management strategy is a art in formulate, implement, and evaluate something decisions cross functional that makes a organization reach goal (David, 2011). In management strategy there is The three processes include:

1. Formulation (formulation) strategy

Formulation strategy cover development vision and mission company, identify opportunity and threat from outside organization, determine strength and weakness company, set destination period long and produce strategy alternative (Hart. S, 1992).

2. Implementation strategy

In implementation strategy, company need set something destination yearly, formulate something policy, motivate employee and allocate source power so that the strategy already formulated could run with good (Pfeffer, 1992).

3. Evaluation Strategy

Stage end in management strategy, where manager very need it for knowing when strategy certain no work with good, evaluate strategy is Thing main in get something information (Barney et al., 1998).

2.2 Strategy Business

Strategy business is something plan strategy that happened in level intended division how build and strengthen position product and service company for compete in industry nor a market served division these,

(Hariadi, 2003). According to (Fred R. David, 2009), strategy company shared Becomes four types, namely:

1. Strategy integration
2. Strategy intensive
3. Strategy diversification
4. Strategy defensive (strategy survive)

2.3 Social Business Model Canvas

Social Business Model Canvas (SBMC) is a technique used for describe the business model social visually, and is a tools used for analyze nor create a business model for moving company in the field social (Shah.F et al., 2022). Change draft complicated business Becomes simple, shown on one sheet canvas containing plan business with nine element integrated lock with good in it covers analysis strategy internally and external company. Business model adaptation this taken from Business Model Canvas which has 9 elements, added to 10 elements in accordance with needs on Social Enterprise, elemen the is Impact and Measurements.

2.4 Strategy Red Ocean and Blue Ocean

Amount strategy Ocean blue created true, true outside industry that has there, where create room market new and most from in Ocean red (Red Ocean) with method expand limitations industry that has there is previously (Kim and Mauborgne, 2014).

Table 2.1

Difference Among Red Ocean and Blue Ocean

<i>Red Strategy</i>	<i>Ocean</i>	<i>Blue Strategy</i>	<i>Ocean</i>
Compete in room existing there is	room market	Create unfinished there is	room market
Combat competition		Make competition no relevant	

Exploit existing request		Create and catch request new	
Choose value cost	among (value cost trade-off)	Smash exchange value cost	
Blend whole system activity with strategic differentiation	company choice among	Blend whole system activity company in chase differentiation and cost low	

3. RESULT AND DISCUSSION

Theory for measure variable social business model canvas that is use theory (Alexander Osterwalder & Yves Pigneur, 2010), which is then analyzed use strategy Blue Ocean for determine scale priority strategy business that will used by Sobat Asik. Description general strategy medium business used by buddy Absorbed that is use SWOT analysis (strengths, weaknesses, opportunities, threats), where strategy this no could fully impact positive to growth Sobat Asik. By because that required something strategy business newly applied for repair growth Sobat Asik, that is use analysis Social Business Model Canvas (SBMC), where analysis strategy this relevant used for company social enterprise.

Social The Business Model Canvas (SBMC) consists of of 10 elements social business model canvas that is start from customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partners, cost structure, and addition one element that is impact and measurement to companies engaged in social enterprise (Basile et.al., 2021). Following under this is social business model canvas Sobat Asik that has been formulated with strategy new:

Key Partners Mothers of craftsmen, woven shops, fruit shop, institution, media partners	Key Activities Community empowerment (housewives), production and sales, marketing (marketing)	Value Propositions IRT empowerment, product equality, product usefulness, maintaining consumer trust, service & satisfaction. Product innovation (shape, usability, design,) costume design.	Customer Relationship Communication via Whatsapp, good service, maintaining customer loyalty, promotion to build relationship partner	Customer Segments Woven, fruit, & wholesale shops, women aged 40 from middle, upper, lower class, home/furniture Local people and outside the region
	Key Resources Weaving tools, HR (craftmen), storage houses and all equipment instagram & whatsapp (digital assets) improvement of craftsman quality performance		Channels Online: WhatsApp, WhatsApp Snap, Instagram, Instagram Snap. Offline: Face to face, business logo	
Cost Structure Product production, namely the finishing section, craftsman partners, marketing costs, non-production costs (other costs)		Revenue Streams Selling online and offline products, participating in events, collaborating with other brands, offline and online sales promotions.		
Impact & Measurement Empowerment of women (weavers), environmentally friendly products, empowerment of bamboo by reforestation, training in weaving, empowerment of men (fathers) who do not have job				

Figure 3.1 Formulation Strategy New Social Business Model Canvas Sobat Asik

Next analyzed use strategy Blue Ocean with use framework work four step and scheme remove (eliminate), reduce (reduce), increase (raise) and create (create). After did analysis, then could seen that should Becomes scale priority buddy Absorbed in grow the company that is with create a brand image (business logo , identity) effort like legality and custom.

Next analyzed use strategy Blue Ocean with use framework work four step and scheme remove (eliminate), reduce (reduce), increase (raise) and create (create). After did analysis, then could seen that should Becomes scale priority buddy Absorbed in grow the company that is with create a brand image (business logo , identity) effort like legality and custom design can Becomes something breakthrough new for buddy Absorbed because in the area Situbeet not yet there is competitors who accept custom designs. With existence request design so consumer will feel more satisfied with purchased products, as well as get score more from product Sobat Asik, woven The resulting bamboo will also be have score sell more high, as there is in picture below this :

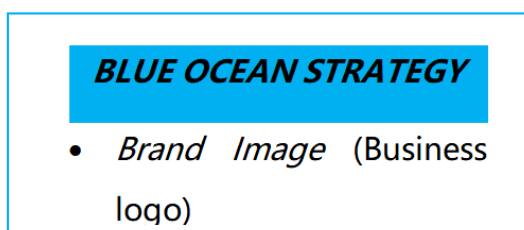


Figure 3.2 Blue Ocean Strategy on Sobat Asik

4. CONCLUSION

5. REFERENCES

- Barney, J. B., & Wright, P. M. (1998). On becoming a strategic partner: The role of human resources in gaining competitive advantage. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 37(1), 31-46.
- Basile, V., Capobianco, N., & Vona, R. (2021). The usefulness of sustainable business models: Analysis from oil and gas industry. *Corporate Social Responsibility and Environmental*.
- Dirani, K. M., Abadi, M., Alizadeh, A., Barhate, B., Garza, R. C., Gunasekara, N., ... & Majzun, Z. (2020). Leadership competencies and the essential role of human resource development in times of crisis: *A response to Covid-19 pandemic. Human Resource Development International*, 23(4), 380-394. *Management*, 28(6), 1801-1821.
- Hart, S. L. (1992). An integrative framework for strategy-making processes. *Academy of management review*, 17(2), 327-351
- Kofman, Y. B., & Garfin, D. R. (2020). Home is not always a haven: The domestic violence crisis amid the COVID-19 pandemic. *Psychological Trauma: Theory, Research, Practice, and Policy*, 12(S1), S199.
- Osterwalder, A., Pigneur, Y., Oliveira, M. A. Y., & Ferreira, J. J. P. (2011). *Business Model Generation: A handbook for visionaries, game changers and*

- challengers. *African journal of business management*, 5(7), 22-30.
- Osterwalder, Alexander, and Yves Pigneur. (2011) Aligning profit business model innovation. *Responsible Management Practices for the 21st Century* 61–75.
- Pfeffer, J. (1992). Understanding power in organizations. *California management review*, 34(2), 29-50.
- Shah, F., Caraway, B., Ongvasith, P., McKeown, B., & Mackenzie, C. (2022). Experiential Learning Approaches for Enhancing Development Skills: A Review of the Social Business Canvas as a Pedagogical Tool. *Technology Entrepreneurship and Sustainable Development*, 13-39.