

Sustainable Business Strategy Through Business Model Canvas to Culinary Business Customer Group at PNM Mekaar Pauh Unit, Padang Regional

Nunung Hidayaty^{1*}, A. Dewantoro Marsono²

Graduate School, Perbanas Institute, Jakarta

Corresponding Author: Nunung Hidayaty nunung.hidayaty83@perbanas.id

ARTICLE INFO

Keywords: BMC, Food, Ultramicro Business, PNM, School

Received : 16 May

Revised : 19 June

Accepted: 20 July

©2023 Hidayaty, Marsono: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The BMC method can correct errors and provide suggestions for the process of running UMKM in the future. UMKM selling food at Pauh have not shown any improvement, customers who should have naturally gone to the next grade, but the length of time they have been selling is not enough to make them go to the next grade, the object of research is PNM fostered micro-entrepreneurs who sell food at school. The problem to be solved is to look at the BMC. The data collection technique was carried out by distributing questionnaires. While the data analysis technique is descriptive quantitative way. The results of the study show that the value of the channels and cost is quite low

INTRODUCTION

PT Permodalan Nasional Madani (PNM) Persero on June 1, 1999, as a BUMN that has a special task of empowering Micro, Small, Medium Enterprises and Cooperatives (MICRO BUSINESS) (Manurung & Ningsi, 2021). The task of empowerment is carried out through the provision of financing services and management services, as part of the implementation of the government's strategy to promote UMKMK, especially as a contribution to the real sector, in order to support the growth of new entrepreneurs who have business prospects and are able to create jobs.

In West Sumatra, PNM Mekaar was founded in 2016 when there were still 7,000 customers. Over time, customers continued to increase until November 2022, the total number of PNM Mekaar customers in West Sumatra was 385,612 customers with a total Outstanding of 1.1 trillion. Currently, West Sumatra has 91 units and in the city of Padang itself there are 12 units with 56,524 customers with a total group of 2791. The total distribution is 286.522 million. In this research plan, the author wants to do research in 1 Pauh unit. At Pauh PNM Mekaar opened in 2019 it already has 5066 customers, the number of groups is 246, the total distribution is 24.733 million.

There are various efforts that can be made to analyze the goals of SMEs. However, what is often used today and is relevant to the condition of the MICRO BUSINESS community is the business model canvas (BMC). This business can describe and provide direction for the goals of MICRO BUSINESSs. This business model can simplify complex goals so that they can be understood by business owners (Mas' ud & Wahid, 2022). BMC can increase employee motivation because of the vision, mission and goals they already have. Especially in the culinary business which is very difficult to distinguish. So if you want to get good performance, you need a business analysis with a canvas model (Hindarsah et al., 2020).

The existence of Micro business today has its own place in society because Micro business have proven to be able to survive even in difficult times such as during the COVID-19 pandemic (Candraningrat et al., 2021). Micro business are able to absorb labor so as to reduce the unemployment rate. However, Micro business are less able to streamline their business. So it is often found that Micro business stop in the middle of the road. However, if the MICRO BUSINESS has been able to analyze its own business. As well as having a strong strategy then the business will be able to survive (Rastryana, 2021).

Many people choose to work as traders because there are several considerations such as High income potential: As a trader, one can determine the selling price of the goods or services sold, which can provide a higher potential income than working as an employee with a fixed salary. If broken down from the trade sector, several sub-sectors will appear such as food and beverage trade, pulse and voucher trading, raw material retail trade, household goods trade and toy trade. Of all the existing sub-sectors, the most abundant is the food and beverage trade.

The focus of this research is micro-enterprises that sell in the school environment. This is because, the school is a place where many students and staff gather every day. They need food to replenish energy and provide nutrition during study hours. Therefore, the demand for food in schools is usually high, and this creates an opportunity for food vendors. By selling school meals, vendors can reach a clear, concentrated market in one location. Students and staff do not need to look for places to eat outside of school, so school food vendors can provide convenience and easy access to their customers. Break time at school is a good time for students and staff to eat. Sometimes breaks are limited, so selling food at school allows them to get food quickly.

Apart from that, the most crucial problem is because PNM-assisted Micro business selling food in Pauh have not shown any improvement, customers who should have naturally gone up a grade, but the duration of their sales is not enough to make them move up a grade, it is necessary to carry out an analysis using the BMC method.

Therefore, the authors want to examine the sustainable business development strategy through the canvas business model approach to customer group of culinary business in PNM Mekaar, Padang Regional.

LITERATURE REVIEW

Statement of Problem

The details of the BMC make it easy for business actors to provide a brief description of their business (Giourka et al., 2019). So it will be easier to explain to the team in building a business. The visual and pleasing appearance of the business model canvas will be easier to understand than long explanatory descriptions.

Usually this BMC is often used in the start-up business model. (Siregar et al., 2020). However, the BMC is not suitable for businesses that have just been built, because instead of planning important strategies that are more tactical and mutually applicable. Applying the BMC to a newly developing business will make the businessmen think too far about things that are not yet clear before their eyes. BMC is not fully suitable for use in the creative industry context. Therefore, there is a need for more specialized tools and frameworks to assist creative companies in designing their business models.

It is this consideration that makes the use of the BMC method for Micro business very crucial. The goal is to maximize the running of business processes. Micro business are the cornerstone of the economy of many businesses in society. (Fathara et al., 2021) The BMC method can correct errors and provide suggestions for the process of running Micro business in the future.

Research Questions

1. How do micro-entrepreneurs identify their consumer needs?
2. How do micro-entrepreneurs understand innovation?
3. How do micro-entrepreneurs communicate their innovative products to the target market?
4. How do micro-entrepreneurs to care for their consumers?

5. How do micro-entrepreneurs identify their income planning?
6. How do micro-entrepreneurs to manage key resources?
7. How do micro-entrepreneurs identify key activities?
8. How do micro-entrepreneurs establish net work?
9. How do micro-entrepreneurs identify production costs?

METHODOLOGY

Individual customers of PNM Mekaar in Pauh District are the unit of analysis in this study. A cross-sectional method uses, and the data collects through a closed questionnaire. The population in this study is PNM Mekaar customers in Pauh District who had a culinary business. A total of 284 samples are customers have a culinary business, and the sample is taken using the probabilistic sampling method in various places. The data analysis technique is a quantitative descriptive analysis.

RESULTS

Description of Respondent Identity

There are several things that can identify respondents based on general identity as below.

Table 1. Description of Respondent Identity

Gender	Frequency	Persentase (%)
Man	0	0%
Women	284	100%
Age	Frequency	Persentase (%)
<20 Years	18	6,3%
21-30 Years	53	18,7%
31-40 Years	83	29,2%
41-50 Years	101	35,6%
>51 Years	29	10,2%
Marital Status	Frequency	Persentase (%)
Married	223	79%
Unmarried	31	11%
Divorced	21	7%
Death Divorce	9	3%
Business Duration	Frequency	Persentase (%)
<1 Years	45	16%
2-3 Years	89	31%
3-4 Years	126	44%
>5 Years	24	8%
Credit Duration	Frequency	Persentase (%)
<1 Years	17	6%
2-3 Years	94	33%
3-4 Years	139	49%
>5 Years	34	12%
Income	Frequency	Persentase (%)
< Rp. 2000.000	121	42%
Rp. 2000.000 - Rp 5.000.000	160	56%

Rp 5.000.000 - Rp 10.000.000 -	4	1%
> Rp 15.000.000 -	0	0%
Loan Amount	Frequency	Percentage (%)
<2500000	7	2%
Rp2500000-Rp 5.000.000	9	3%
5000000- Rp 7.500.000	246	87%
>Rp7500000	22	8%
Price	Frequency	Percentage (%)
< Rp 10.000	268	94%
Rp 10.000 - Rp. 20.000	16	6%
Rp 20.000 - Rp 30.000	0	0%
Types Of Products	Frequency	Percentage (%)
Food	49	17%
Drink	27	10%
Both	208	73%

Source: Analysis Data Authors

The number of women is 100% or a total of 284 people. The Mekaar program is specifically for women because the aim is to help the family's economy and another reason is because women like gathering activities. The largest number of respondents are aged 41-50 years. This is because most women at that age have children of school age, which require more money for their children's school needs. So mothers at that age have to look for additional income to help their husbands cover costs. The largest number of respondents are married, this is because when a woman has a family, of course it will add to her daily expenses. So it is not natural to find women working to cover expenses at home. The difference is when you are not married, the costs incurred are certainly not as big as when you are married.

The largest number of respondents are those with a business age of 3-4 years. This is because the loan program at Mekaar PNM is intended for prospective customers who have businesses to increase their business capital. In the first year many businesses fail because they are unable to survive, so businesses that have been running for 3-4 years are businesses that can adapt. The longest number of respondents who borrowed from PNM Mekaar were aged 3-4 years. This was because customers who opened credit at PNM Mekaar felt that it was facilitated by PNM Mekaar, the interest given was not large, making it easier for customers to pay for credit. In contrast to mobile banks that have large credit, making it difficult for customers to pay.

The number of respondents with the most income is in the range of Rp. 2000,000 - IDR 5,000,000, this figure is normal for earning food products at school. This is because the school market is quite medium. However, if the customer sells elsewhere, the income earned can be greater than that. With this amount of income, it can meet the shortage of daily needs. The highest number of respondents based on the amount of loans at PNM is IDR 2,500,000-IDR 5,000,000. this amount is reasonable because it is neither too high nor too low,

making it easier for customers to pay. The interest given and the duration of payment are also not too high. In addition, to be able to increase the loan amount, there must be conditions that are met by the customer, such as the duration of the borrowing time at PNM or based on the amount of the previous loan.

The number of respondents who have an average product price is below IDR 10,000. This is because the normal price of food that attracts people's interest is that it is cheap and affordable. Because selling at schools will be difficult if you set a high price, it will be different if you sell at offices, so the price can be higher than that. Another reason is also because the type of food being sold is indeed priced below Rp. 10,000, adjusting to the cost of production. The most number of respondents who sell types of food are types of food and beverages. This is because sellers often sell food in complete packages which provide food and drinks in one place, so that potential buyers don't run to other places because everything is complete.

Description of the Business Model Canvas

Customer segments

For a business it is very important to determine the market. The same goes for food micro-entrepreneurs near schools. The positive side of selling snacks is that they are liked by all ages , because food is delicious, cheap and easy to find around us. Because of the wide segmentation of the food business, this snack seller can benefit if managed properly. The food business is quite promising because it is never empty of enthusiasts and there will always be enthusiasts. Snacks don't need big capital to process them, so the set price can be adjusted. Because the prices are affordable, food businesses are selling well in the community. Prices range from IDR 2,000 to IDR 10,000 are affordable.

Table 2. Description of the Business Model Canvas

No	BMC	Category
Customer segments		
1	Your merchandise is liked by all ages	very high
2	The price of your merchandise can be reached by all people	very high
3	Customers are sad if you have time to start selling	very high
4	Your customers love good, inexpensive food	very high
5	You know a customer who shops frequently	very high
	average	very high
Value propositions		
6	There are characteristics of your merchandise compared to the stalls around you	high
7	If people mention one of your types of food, then what people think of is your shop	high
8	Customers often praise your good merchandise	high

- 9 Your customers say the price and taste of food are comparable high
 10 When many are queuing you give priority to customers who came first high
 11 Your hands are deft in giving merchandise to customers. High
 average high

Channels

- 12 you often promote your sales online low
 13 you ask him to invite his friends 647ateria here or give a discount low
 14 Do you accept criticism and input from customers? low
 15 Do you accept direct scr complaints low
 16 you receive direct criticism from your customers. low
 average low

Customer Relationship

- 17 Do you agree to follow all the wishes of consumers high
 18 do you agree if old customers are allowed to owe? High
 19 you know all the tastes of the customer high
 20 You often ask customers how your merchandise tastes high
 21 you know most of the customer's names high
 22 On anniversary days at your big school you often give gifts high
 average high

Revenue streams

- 23 Your income is derived from your main product low
 24 You also get profits from other people's products that you sell low
 25 you accept other people's products for resale with a profitable commission low
 average low

Key resources

- 26 You have stalls where customers can easily access high
 27 you have a special recipe in making the product high
 28 you study a course to get food making training low
 29 you have a capital loan other than PNM to increase your business low
 30 you have mainstay food that is not owned by the stalls around high
 average high

Key activities

- 31 You often ask kids what are the trending foods high

32	you add variety to your merchandise	high
33	you have a way when the price of raw materials is expensive so that you can still buy it	high
34	You often ask for input on your sales to customers	high
	average	high
Key partnership		
35	you have acquaintances where to buy raw materials so you can get cheaper prices	high
36	you have a business partner who puts his wares in your place	high
37	If there are school rules that are detrimental to stalls, you and other sellers work together to overcome them	high
	average	high
Cost structure		
38	you only shop according to your needs and based on what you have planned	low
39	you reduce the cost of making merchandise by buying in large quantities	low
40	you have some special funds that you prepare if your capital runs out	low
	average	low

Source: Analysis Data-Authors

Customer loyalty will be created when the seller they subscribe to is absent from their usual day, because a customer who is used to buying merchandise has to switch to another seller, where the customer is already used to the food being sold. Cheap and delicious food will be a favorite for many people, because in general, low-priced food will usually reduce the taste of the food, so if customers find cheap and delicious food, they will make customers like the food. Micro-entrepreneurs who sell food know customers who shop frequently, this is good because if the seller knows loyal buyers, it will be easy to retain loyal buyers.

Value Propositions

Micro-entrepreneurs who sell food at school have characteristics of their wares compared to nearby stalls, this is good because if micro-entrepreneurs have their own characteristics then it will differentiate them from surrounding businesses and become a competitive advantage. If micro-food entrepreneurs have competitiveness, it will be good for business continuity. Micro-entrepreneurs who sell food at school have a mainstay of food that can differentiate them from sellers around them, this is good because it is the superior value of the business. Micro-entrepreneurs who sell food in schools often find customers who adore the respondents' delicious food. When the food sold is delicious, it will make customers addicted, delicious food will create its own value for the seller so that it can have an impact on business continuity. Micro-entrepreneurs who sell food in schools have comparable food prices and tastes. This is good because if the prices are comparable, consumers are not

harmed by the transactions they make. If the taste and price of a product do not match, customers will be deterred from shopping at that place.

Micro-entrepreneurs who sell food at school have the condition of prioritizing customers who came first, meaning that the seller provides the best service. If the buyer is served well, it will provide more value to the business. Micro-entrepreneurs who sell food at school are very adept at providing service to customers. As customers who are hungry, they really don't like to wait, because they are already holding back their hunger. So if the seller can be nimble in serving the buyer, it will create its own satisfaction for the buyer.

Channels

Micro entrepreneurs or PNM Mekar di Pauh customers who sell food at school very rarely sell their food online, promoting products online is good because it can enlarge marketing channels and more and more potential buyers are interested in buying. However, the condition is that PNM Mekar customers in Pauh who sell food at this school very rarely promote online. This happens because they think that they will not have a big impact if they promote online. Besides that, they could have been very busy serving buyers offline. Micro merchants do not ask customers to invite their friends to shop by giving them discounts, even though this is a good thing to do as an effort to increase buyer confidence, because if friends or close people recommend it, people will usually be more easily influenced. Micro-entrepreneurs do not accept criticism and input from customers, even though this is good because it is a form of maintaining good relations with buyers. Criticism that should be received by sellers is constructive criticism that can provide improvements to food products, criticism can be in the form of new flavors, shapes or variations.

Micro-entrepreneurs do not accept complaints directly, even though this is good for establishing closeness between customers and buyers, because there are types of buyers who are reluctant to submit complaints directly to the seller, especially if the complaint is submitted for improvement by the seller. Micro merchants accept that they do not receive direct criticism from customers, even though this is good because there are several types of buyers who convey criticism to other sellers who are next to them, this can certainly increase unhealthy competition among sellers, so it would be better if the criticism was delivered directly.

Customer Relations

Micro-entrepreneurs who sell food at school follow all the wishes of buyers while still related to the progress of the food business. However, if the request is not in accordance with the existing principles of the seller, it would be better if it was not followed. Micro-entrepreneurs who sell food at school, this is good because old customers have trust in them so it doesn't matter if they give loans, usually they owe them because they left their wallet or because they don't have enough money. That's fine as long as the seller has a debt record book. Micro-entrepreneurs who sell food at school know the tastes of the buyer's food, this is good because the seller knows the character of the buyer well, this happens because the relationship between the seller and the buyer is well established.

Micro merchants selling food at school ask for the taste of the merchandise. This is good because micro-entrepreneurs are trying to get feedback from buyers, so they can find out how buyers respond to their wares. Entrepreneurs who sell food at schools know most of the names of their customers, this is good because to be able to build closeness with customers, sellers have to do that. Customers will be happy if the seller knows his name. Micro-entrepreneurs who sell food at school give discounts on holidays, this is good because micro-entrepreneurs try to be part of the school. Because of that attitude, customers will be loyal to micro entrepreneurs.

Revenue Streams

Micro-entrepreneurs who sell food in schools derive their main income from the main product. the income earned is not much because the sales are few. Micro-entrepreneurs who sell food in schools also sell other people's products however. This is good because it saves time for micro-entrepreneurs in making food and can earn a commission from selling it, although not much. Micro-entrepreneurs who sell food at schools accept other people's products, the commission they get is not too big, but at least they can help other people sell their products.

Key Resources

Micro-entrepreneurs who sell food at school have easily accessible stalls. This good because it can make it easier for potential buyers to find places where micro-entrepreneurs sell their goods. If the place is far hidden, of course it will be difficult for potential buyers to access it. Micro-entrepreneurs who sell food at school have a special recipe for making products. This is good because in order for each food to have its own characteristics, there must be the same recipe , so that when it is made repeatedly the taste remains the same. On the other hand, when the micro entrepreneur PNM Mekaar cannot make it, other people can help make it because there is a special recipe.

Micro-entrepreneurs who sell food at school do not attend or receive training in making food. This can happen because for them how to cook which has been taught successively has been enough to help them. Even if they are willing to improve the quality of cooking, of course they will effect on business continuity. Very few micro-entrepreneurs who sell food have business capital loans, this can happen because the interest given is large, so that micro-entrepreneurs have difficulty paying it. Micro-entrepreneurs who sell food have their mainstay food which is not owned by local stalls. This is good because it can improve the ability of PNM Mekaar's food micro-entrepreneurs to compete with local sellers.

Key Activities

Micro merchants who sell food often ask customers what foods are trending. This is good because trending foods tend to be more desirable because they are hot. So if the food microentrepreneur PNM Mekaar does that then it can be considered a small amount of research as an effort to continue the business. Micro-entrepreneurs who sell food often add or change the variety of food. This is good for overcoming customer boredom, because monotonous food can make customers bored, by providing a little variety it can re-attract customers. Micro-entrepreneurs who sell food have a strategy when raw

materials are high so that they can still be purchased . This is good because it can maintain business continuity. The way that can be done is to reduce the portion of the usual, because if you increase the price, customers will usually run elsewhere. Micro entrepreneurs who sell food often ask for input on food products. This is good because that's how it is if a food business must really pay attention to the tongue of the customer so that it can still be liked by customers.

Key Partnerships

Micro-entrepreneurs who sell food have acquaintances in buying raw materials to make it cheaper. This is good because it can reduce costs. As a substitute, food micro entrepreneur PNM Mekaar has to subscribe to raw material providers so they can get prices below the average price. Micro-entrepreneurs who sell food have business partners who place their wares. This is good because it can vary food products. Customers will tend to choose sellers that have a variety of foods over those that do not. Micro-entrepreneurs who sell food are compact among fellow food sellers. This is good because if there are regulations that are not profitable for them then they can be well diplomatic. Forms of rules such as forbidding school children to shop outside the gate and other rules.

Cost Structure

Micro-entrepreneurs who sell food do not shop according to their needs and not based on what has been planned. This is not good because expenses can be bigger and less targeted. In addition, micro-entrepreneurs who sell food do not buy goods in large quantities, even though this is good for reducing costs. Micro-entrepreneurs do not buy goods in large quantities because they do not have enough money to buy goods in large quantities. Micro-entrepreneurs who sell food do not have special funds for capital, this is not good because if unwanted and unexpected things occur, such as losses, losses and other disasters, this will cause temporary recovery due to lack of capital. So it would be better if you set aside a little money for emergencies.

DISCUSSION

Overall, the condition of the customer segments of micro-entrepreneurs or PNM Mekaar customers in Pauh who sell food is very good because it is higher than other business model canvas blocks. Micro business have no difficulty in formulating customer segments, from children to adults. It would be better if the PNM Mekaar micro entrepreneur in Pauh remained focused on the existing customer segment. However, because their food products have low prices, micro-entrepreneurs can focus on customers with middle to lower incomes. The condition of the Value Propositions for micro-entrepreneurs or PNM Mekaar customers in Pauh who sell food is very good because it is the second highest among the other business model canvas blocks. Micro merchants have little difficulty in determining the unique value of their product. So that value is the advantage compared to other micro-entrepreneurs. They have given their best in order to increase the value of their business. Even though the value proposition category is quite high, micro-entrepreneurs must

continue to improve the quality of their business and continue to adapt to the food market.

Overall, the condition of channels for micro-entrepreneurs or PNM Mekaar customers in Pauh who sell food is quite low, this is due to the lack of attention of micro-entrepreneurs to other channels to promote food products and word of mouth. In addition, the form of sales that occurs is direct selling to customers (direct selling) because it is carried out at the location of the production site. The condition of customer relationship among micro-entrepreneurs or PNM Mekaar customers in Pauh who sell food is quite high. This must be maintained because it will affect business continuity. The condition of Revenue Streams for micro-entrepreneurs or PNM Mekaar customers in Pauh who sell food is quite high, because apart from selling their main products, customers also sell other people's products, thus increasing the variety of food. Even though the profit or commission earned is not very large, it is quite profitable for micro-entrepreneurs because it saves the capital and energy spent. Key Resources for micro-entrepreneurs or PNM Mekaar customers in Pauh who sell food is quite low, because micro-entrepreneurs do not increase their knowledge with training on making food. In addition, it does not have capital loans other than PNM. But on the other hand, there are things that can be maintained, such as having special recipes and having mainstay food recipes. So it must be maintained.

Overall the Key Activities of micro-entrepreneurs or PNM Mekaar customers in Pauh who sell food are quite high, because micro-entrepreneurs have routine activities such as asking customers what food is currently viral. The lowest score is the lack of micro-entrepreneurs to add variety to the food so that this part needs to be improved. The Key partnership of micro-entrepreneurs or PNM Mekaar customers in Pauh who sell food are not that high, because micro-entrepreneurs do not have acquaintances where to buy raw materials they subscribe to in order to get low prices. So it is necessary to find a place to provide raw materials that provide the needs of micro-entrepreneurs to buy raw materials at affordable prices. The cost structure for micro-entrepreneurs or PNM Mekaar customers in Pauh who sell food is not that high, because micro-entrepreneurs do not have specific knowledge of managing financial issues, such as planning effective purchases and saving emergency funds. Even though this greatly affects business continuity. Cost structure has an important role because it is related to funding which is the driving wheel of a business. So it is necessary for micro-entrepreneurs to know more deeply about the understanding of financial management for a business.

CONCLUSIONS AND RECOMMENDATIONS

The condition of the customer segments of micro-entrepreneurs who sell food is very good because it is higher than other block business model canvases. The Value Propositions for micro-entrepreneurs who sell food are very good because they are the second highest among the other business model canvas blocks. Channels for micro-entrepreneurs, this is due to the lack of attention from micro-entrepreneurs on other channels to promote food products and

word of mouth. Customer Relationship among micro-entrepreneurs who sell food is quite high, this is due to the ability of micro-entrepreneurs to establish good relationships with customers. Revenue streams for micro-entrepreneurs who sell food are quite high, because apart from selling their main products, customers also sell other people's products, thus increasing the variety of food. Key Resources for Micro-entrepreneurs, because micro-entrepreneurs do not increase their knowledge with food-making training. Key Activities for Micro Entrepreneurs who sell food are quite high. Key partnerships for micro-entrepreneurs who sell food are not that high. The cost structure for micro-entrepreneurs who sell food is not that high, because micro-entrepreneurs do not have special knowledge of managing financial problems.

FURTHER STUDY

Food micro-entrepreneurs still maintain the existing segmentation. It is necessary for micro entrepreneurs to add innovation or creation to their business. Micro entrepreneurs must maximize the promotion of their products with word of mouth. Micro merchants must continue to sell other people's products. micro-entrepreneurs who do not increase their knowledge by training in food making. Micro-entrepreneurs must find suppliers of subscription raw materials so they can be cheap. Micro entrepreneurs need to learn more about micro business management. For the government, it is necessary to guide food micro-entrepreneurs by providing food innovation training, helping them find cheap and quality food raw material providers and providing training on micro business financial management.

ACKNOWLEDGMENT

The appreciation and gratitude that the author gives to Dr. A Dewantoro Marsono, M.B.A as Advisor. As well as thanks to PT PNM Mekaar as the provider of tuition fees. Then thank you to the family who have helped and lastly thank you to my PNM friends who supported me in writing.

REFERENCES

- Candraningrat, C., Yurisma, D. Y., & Mujanah, S. (2021). Pengembangan Strategi Bisnis Melalui Bmc (Business Model Canvas) Dan Strategi Pemasaran Bagi Umkm Sari Delight Surabaya. *TEKMULOGLI: Jurnal Pengabdian Masyarakat*, 1(1), 16-24.
- Fathara, R. N., Rizal, M., Arifianti, R., & Husna, A. (2021). Strategi Model Bisnis UMKM Kuliner Untuk Bertahan di Era. *Jurnal Bahtera Inovasi Vol.*, 4(2), 111-119.
- Giourka, P., Sanders, M. W. J. L., Angelakoglou, K., Pramangioulis, D., Nikolopoulos, N., & Rakopoulos, D. (2019). The Smart City Business Model Canvas – A Smart City Business Modeling Framework and Practical Tool. *Energies Article*, 1-17.
- Hindarsah, I., Purwanto, B. H., Priadana, S., & Fahrudin, A. (2020). The owner factor: An innovation element of business model canvas by SMEs rattan industry in Cirebon Indonesia. *International Journal of Advanced Science and Technology*, 29(6), 3963-3972.
- Manurung, L., & Ningsi, E. H. (2021). The Effect of Rewards, Incentives and Welfare Allowances on Employee Morale at PT. PNM (Independent National Capital) Binjai. *Jurnal Mantik*, 5(3), 1989-1997.
- Mas' ud, M. I., & Wahid, A. (2022). Model SMEs digital disruption management with business model canvas and integer programming. *International Journal of Trends in Mathematics Education Research*, 5(2), 162-168.
- Rastryana, U. (2021). Analisis Swot Dan Bisnis Model Canvas dalam Pembukaan UMKM Pada Masa Pandemi Covid 19. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 5(1), 1046-1055.
- Siregar, O. M., Sos, S., & Si, M. (2020). *Penerapan Bisnis Model Canvas Sentral UMKM*. Pusantara.