

Sustainable Business Strategy through Business Model Canvas at PNM ULaMM Customer Grocery Stall Business in Padangsidimpuan

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ABSTRACT

This research is a type of descriptive qualitative research. The objectives of this research include: to describe the application of the Business Model Canvas in the grocery stall business owned by PNM ULaMM Padangsidimpuan customers as a sustainability strategy, to describe the development of competitive strategies carried out by grocery stall business owners of PNM ULaMM Padangsidimpuan customers as a sustainability strategy and to describe turnover increase strategies carried out by grocery stall business owners of PNM ULaMM Padangsidimpuan customers as a sustainability strategy. Based on the results of this study, it is concluded that the application of the Business Model Canvas of the PNM Customer Grocery Stall Business Padangsidimpuan Branch includes: Key Partnerships consist of relationships with distributors, relationships with large wholesalers, relationships with salesmen and relationships with customers.

INTRODUCTION

Competition between businesses is getting tighter, including Micro, Small and Medium Enterprises (MSMEs). Every business, including MSME business actors, is required to always develop so as not to lose competitiveness and survive. In order to survive and become a sustainable business, these MSMEs must improve their marketing strategies. Marketing strategies for MSMEs need to be developed so that their businesses do not lose competitiveness and survive amid the onslaught of competitors who are increasingly growing. Sometimes problems related to sustainable businesses run by MSMEs still experience many obstacles, especially in terms of marketing. Many MSME players do not understand in carrying out marketing strategies. Most of these MSME players only know how to sell without knowing the marketing strategy so that their business can continue so that sometimes the business that is being run seems mediocre and tends to be difficult to develop.

To create a good marketing strategy and can create a sustainable business can use a business model. There are many business models that can be used to create marketing strategies. One of them is the Business Model Canvas. According to Rizan, et al (2023), Business Model Canvas can be used to overcome the problem of low innovation in business, especially in business marketing. Business Model Canvas is a business model discovered by two economists named Alexander Osterwalder and Yves Pigneur in 2010. This business model has 9 elements in it. According to Osterwalder and Pigneur (2010), the business model canvas is a business model that describes the rationale for how an organization or company creates, delivers, and captures value.

Another business model that can be used as a marketing strategy for MSMEs to create a sustainable business is the marketing mix. Marketing mix is a tool for marketers consisting of various elements of a marketing program that need to be considered so that the implementation of the marketing strategy set can run successfully. Marketing mix is a marketing strategy that combines its 4 main elements which are often called 4Ps, namely Product, Price, Place, and Promotion.

In addition to Business Model Canvas and marketing mix, another business model that can be used as a marketing strategy to create a sustainable business is SWOT analysis. According to Rangkuti (2015), SWOT analysis is a strategic planning method used to evaluate strengths (Strength), weaknesses (Weakness), opportunities (Opportunity) and threats (Threat) that occur in a project or in a business venture, or evaluate own and competitor product lines. SWOT analysis has been widely used in business research. There have been many studies on the use of these three business models. One of them is research conducted by Hidayaty and Marsono (2024) which concluded that the condition of the customer segment of micro entrepreneurs who sell food is very good, the value proposition is very good, the channels are not good, the customer relationship is quite high, the revenue streams are quite high, the key activities are quite high. And the cost structure is not too high. In this study, it is also stated that the Business Model Canvas is very suitable for MSME businesses and PNM Mekaar ULamm Pauh ULamm Padangsidimpuan Padang customer businesses.

From the above research, business models such as Business Model Canvas, Marketing Mix and SWOT Analysis can be applied in MSMEs. These three business models are very easy to implement so they are very suitable to be adopted to serve as a marketing strategy for MSMEs in order to create a sustainable business. However, the application of these three business models needs to be socialized to MSME actors through institutions.

One of the institutions or companies that has a direct relationship with MSME business actors is PT Permodalan Nasional Madani (PNM). PT PNM is close to MSME players because the financing products they run focus on providing capital and developing MSME businesses such as PNM ULaMM products. Currently in Indonesia, PT PNM already has hundreds of ULaMM Units and ULaMM Padangsidimpuan. One of PT PNM's ULaMM is ULaMM Padangsidimpuan. There are many MSME players who are PNM ULaMM Padangsidimpuan customers. But then the number of MSME customers of PNM ULaMM Padangsidimpuan from year to year is decreasing.

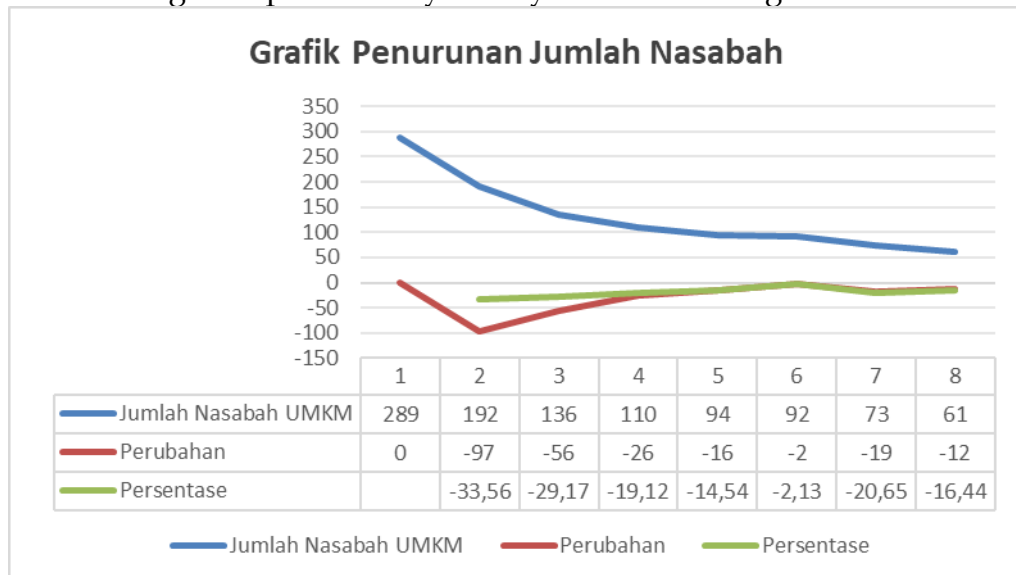


Figure.1 Number of PNM ULaMM Padangsidimpuan MSME Customers 2016-2023

Source: PNM ULaMM Padangsidimpuan (2024)

Based on the results of monitoring in the field, the reduction in the number of PNM ULaMM Padangsidimpuan MSME customers is because many of these MSME business actors have experienced bankruptcy. Most of them come from grocery stall businesses. Of the nearly 20 grocery stall businesses that became customers of PNM ULaMM Padangsidimpuan, now there are only around 11 that are still surviving. From the results of initial interviews with several grocery stall business actors who are customers of PNM ULaMM Padangsidimpuan, their businesses have experienced bankruptcy because sales have decreased due to losing competition with other stalls, especially wholesale stalls. However, not a few grocery stall businesses that are customers of PNM ULaMM Padangsidimpuan are successful. There are several grocery stall businesses that are successful.

From the results of initial observations made by the author in the field, these grocery stalls are not able to compete with other stall businesses because the owners of these grocery stall businesses do not understand about sustainable business, especially regarding marketing strategies. Most of these grocery shop business owners only know how to sell and very few know marketing strategies.

However, there are still some grocery stall businesses owned by PNM ULaMM Padangsidimpuan customers that are successful. Their grocery stall businesses are successful so that they are able to continue to grow and operate in the long term because the owners are able to implement good marketing strategies. This good marketing strategy they carry out continuously and consistently.

As a microfinance company that is concerned about MSME players, PNM ULaMM Padangsidimpuan really needs to provide an understanding of sustainable business that can be realized through marketing strategies to grocery shop business owners. To create a good marketing strategy and can create a sustainable business, the method that can be used is to use a business model. From several studies that have been conducted previously, there is a business model that can be used to create a sustainable business for these grocery shop business owners, namely the Business Model Canvas.

The urgency of using Business Model Canvas in this study is so that PNM Unit Padangsidimpuan customers who are grocery shop business owners can implement a good and ideal business strategy. With the implementation of a good and ideal marketing strategy, it is also expected that the turnover of these grocery shop business owners will increase. When there are business owners who successfully implement a business strategy using the Business Model Canvas, it will also be a motivation for other grocery shop business owners to implement a good and ideal business strategy based on the Business Model Canvas. If it is successful, the company can later provide guidance to grocery business owners on how to apply the Business Model Canvas.

Business models such as Business Model Canvas are interesting business models to be applied to grocery stall business actors who are customers of PNM ULaMM Padangsidimpuan and used as research material. Departing from this, the author also made research with the title "Sustainable Business Strategy Through Business Model Canvas on PNM ULaMM Customer Grocery Stall Businesses in Padangsidimpuan".

LITERATURE REVIEW

Grand Theory of Strategic Management and Business Development

There are many theories about strategic management and sustainable business development. These theories are then used as a theoretical basis and foundation when a company wants to market its products. Some of these theories include:

1. Diffusion of Innovations

The Diffusion of Innovations theory explains how new ideas, notions, or technologies spread within a culture. This theory was introduced by Everett Rogers in 1964. This theory explains how a new product or idea is adopted by consumers. This theory helps marketers understand how their products can be accepted by the market and how they can accelerate the adoption process. Innovation Diffusion Theory: Explains how, why, and at what rate an innovation is adopted by society. There are 3 important elements that need to be considered in the use of this theory, which are as follows:

- a. Communication i.e. the channels and ways in which information about the innovation is disseminated.
- b. Time i.e. the speed of adoption of innovations varies.
- c. Social system i.e. networks and norms that influence adoption.

2. Market Segmentation

This theory divides the market into small groups with similar needs and wants. This helps marketers to target their products and messages more effectively. Market Segmentation Theory describes the process of dividing a heterogeneous market into smaller, homogeneous groups of consumers based on certain characteristics. This is done to make it easier for companies to understand and reach their target market more effectively. In this theory, there are several important terms including:

- a. Market segmentation is a way of dividing the market into smaller segments.
- b. Market is a group of consumers with similar needs and wants.
- c. Segmentation is the process of grouping consumers based on similarities.
- d. Target market is the segment that the company chooses to focus on.

3. Targeting Theory

Targeting Theory or Market Targeting is a marketing strategy theory that focuses on selecting the right market segment to be served by the company. In this theory, the objectives of targeting include: optimizing company resources by focusing on the most potential segments, increasing the effectiveness of marketing strategies by tailoring messages and strategies to specific segment needs and wants and increasing opportunities to achieve competitive advantage in the market. In this theory too, there are several targeting strategies that can be used, among others:

- a. Undifferentiated Targeting is a market targeting strategy that is carried out by targeting the entire market with the same marketing strategy.
- b. Differentiated Targeting is a market targeting strategy that is carried out by targeting several market segments with different marketing strategies for each segment.
- c. Concentrated Targeting is a market targeting strategy carried out by targeting one market segment with a focused marketing strategy.

4. Positioning Strategic

Positioning theory is an important part of marketing strategy that focuses on creating a certain impression of a product or brand in the minds of consumers. The goal is to differentiate oneself from competitors and occupy the desired position. In this theory, there are several main concepts that are often used, among others:

- a. Positioning is the act of designing products and marketing strategies to achieve a certain impression in the minds of consumers.
- b. Perception is the view of how consumers perceive a product or brand.
- c. Unique value is an attribute or benefit that distinguishes a product or brand from competitors.
- d. Positioning statement is a short statement that summarizes the desired position for the product or brand.

5. The Communications Mix Theory

The Communications Mix is a framework in marketing strategy that focuses on effective communication with the target market. This framework consists of several main elements including:

- a. Advertising is any form of non-personal presentation and payment to promote ideas, products, or services. Examples: TV, radio, print, and online advertising.
- b. Sales Promotion is a short-term incentive to encourage the purchase of products or services. Examples: discounts, coupons, gifts, and loyalty programs.
- c. Public Relations and Publicity is a way to build positive relationships with the public and get positive publicity for the company and its products. Examples: press releases, press conferences, and sponsorships.
- d. Direct Marketing is a way of marketing that is done by communicating directly with the target market to get a response and build relationships. Examples: email marketing, telemarketing, and direct mail.
- e. Interactive Marketing is a two-way communication with the target market through digital media. Examples: websites, social media, and mobile applications.
- f. Personal Selling is direct communication with customers to present products or services and complete sales. Examples: sales presentation, telemarketing, and negotiation.

6. The Ansoff Matrix Theory

The Ansoff Matrix, developed by Igor Ansoff in 1957, is a practical tool used in marketing strategy to help businesses manage their growth. The matrix is divided into four quadrants based on two dimensions: product/service and market. As such, it offers guidance on potential growth strategies that businesses can consider. The quadrants in the Ansoff Matrix include:

- a. Market Penetration: trying to sell more of the same product/service to the same market. This strategy may involve increasing marketing spend, offering discounts/promos, or expanding distribution channels.
 - b. Market Development: selling the same product/service to new markets. This strategy may involve entering new geographical areas, targeting new customer segments, or entering new distribution channels.
 - c. Product Development: selling new products/services to the same market. This strategy may involve product innovation, new feature development, or bundle offerings.
 - d. Diversification: selling new products/services into new markets. This strategy is higher risk but potentially offers greater growth opportunities. It can involve entering new industries, developing entirely new products, or targeting entirely different customers.
7. Marketing Theory with Balanced Scorecard Model

The Balanced Scorecard (BSC) is a management tool used to translate corporate strategy into action and measure corporate performance comprehensively. BSC not only focuses on financial aspects, but also other aspects such as customers, internal processes, and learning and growth. Marketing Theory with BSC can be used in marketing strategy to align marketing strategy with the overall strategy of the company, measure the effectiveness of marketing strategy and improve marketing performance. BSC is an effective tool to help companies improve their marketing performance. By using BSC, companies can align marketing strategy with the company's overall strategy, measure the effectiveness of marketing strategy, and improve marketing performance. BSC can be combined with other management tools such as strategy maps to increase its effectiveness. BSC needs to be reviewed and adjusted regularly to keep up with market changes and company needs. The use of data and analysis can help companies to create a more effective and efficient BSC.

Business Model Canvas

According to Osterwalder and Pigneur (2010), the Business Model Canvas is a business model that describes the rationale for how an organization or company creates, delivers, and captures value. In general, the definition of Business Model Canvas (BMC) is a business model concept displayed on one canvas sheet. Meanwhile, according to Widyawati (2024), Business Model Canvas is a strategy in management in the form of a visual chart consisting of 9 elements. This strategy was developed with the aim of describing the ideas and concepts of a business into a visual form. Simply put, the definition of Business Model Canvas is a management framework to make it easier to see a picture of a business idea and its realization quickly.

The business model canvas is depicted through nine basic building blocks that show the logic of how a company intends to make money. These nine blocks cover the four main areas of business namely customers, offerings, infrastructure, and financial viability. The nine basic building blocks used for the depiction of the business model canvas are:

1. Customer Segments

A market consists of a wide variety of buyers who purchase a product according to their wants, resources, location, and buying habits. Since each has unique needs and wants, each buyer is a potential market in its own right. Therefore, sellers ideally design their own marketing programs for each of these market segments, but not all sets of customers can be called market segments.

2. Value Propositions

Value propositions are added value provided to customers or products and services that can add value to specific segments. For customers, value propositions are realized in the form of solving problems faced or fulfilling needs. Value propositions are the reason why customers often switch attention from one company to another.

3. Channels

Channels are channels to connect with customers. Communication, distribution, and a network of sellers or salesmen are one of the company's efforts to communicate with customers. Channels play an important role in the customer experience.

4. Customer Relationships

Customer relationships are the type of relationship you want to establish with customers from specific market segments. Companies should think about the types of relationships they want to establish with customers from various segments.

5. Revenue Streams

Revenue streams are the revenues that a company receives from each market segment or in other words, revenue streams are revenues that are usually measured in money that a company receives from its customers. If customer satisfaction is the heart of a business model, then revenue streams are its arteries. Revenue streams do not represent profits, because it is generally known that profits are net income after deducting business expenses.

6. Key Resources

Key resources are the main resources that a company needs to make its business model work. These key resources enable a company to form and offer value propositions, acquire markets, oversee relationships with market segments, and earn revenue. Key resources are formed based on the type of business model. Key resources can be physical, financial, intellectual or human.

7. Key Activities

Key activities are the main activities that need to be carried out by an organization or company in order to provide added value properly. Every business model has key activities. These are the most important actions for a company to operate successfully.

8. Key Partnership

Key partnerships are key partners in the business, such as suppliers, that make the business model work. Companies enter into partnerships for a number of reasons and these partnerships form the basis of some business models. Companies create alliances to optimize their business model, reduce risk, or acquire resources.

9. Cost Structure

Cost structure is the cost components that are used so that an organization or company can run according to its business model. Creating and increasing added value, connecting with customers, and earning revenue are all included in the cost components. Some cost components can be calculated after the company knows the key resources, key activities, and key partnerships. Actually, costs can be minimized in every business model. There are two kinds of business models. Cost Structure is based on cost and based on added value.

According to Mujiono (2021), the nine elements of BMC can be grouped into two parts, namely;

- a. Internal relations, which are elements influenced by internal factors, such as; key resources, key activities, key partners, and cost structure. This internal relationship is a resource that comes from within the company itself so that the company only needs to develop it because it is already available in the company itself.
- b. External relationships, are elements that are influenced by external factors, such as; consumer segmentation, product value, relationships with consumers, distribution channels and revenue streams.

The Business Model Canvas, which consists of nine elements, can be seen more briefly in the diagram below:

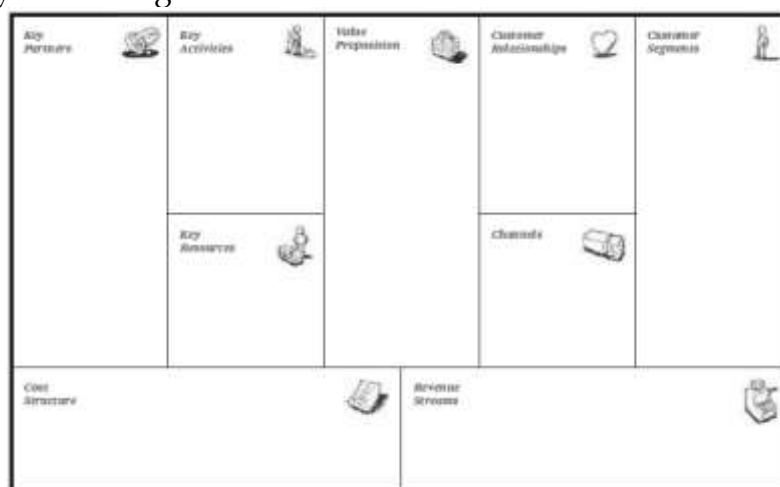


Figure.2 Diagram of Business Model Canvas

Sumber: Osterwalder and Pigneur (2010)

Sustainable Business

Sustainable business is an approach to doing business that considers its impact on the environment, society and the economy in a balanced way. The concept emphasizes the importance of integrating environmental, social and economic sustainability into a company's daily activities. In a sustainable business, companies do not only focus on financial returns, but also pay attention to how their operations can contribute positively to the environment by paying attention to the sustainable use of natural resources, reducing waste, and reducing carbon footprints. In addition, social aspects are also considered by taking into account the welfare of employees, supporting local communities, and acting ethically in every aspect of its business.

Sustainable business is not just about running environmentally friendly business practices, but also involves long-term economic aspects. By considering environmental sustainability and social aspects, companies can create added value that can increase their competitive advantage. Through this approach, companies can also respond to market changes that are increasingly environmentally conscious and have higher social concerns, so as to increase the attractiveness of their products or services in the eyes of consumers who are increasingly concerned about the social and environmental impacts of the products they buy.

The Sustainable Business Model (SBM) creates customer and social value by integrating social, environmental and business activities. It seeks to provide another form of value, in addition to economic value, and it is important to consider this for wider stakeholders. MBB incorporates sustainability as an integral part of the company's value proposition and value creation logic. In doing so, MBB delivers value to customers and the natural environment and/or society'.

Competitive Business Strategy

Porter (2012) defines competitive strategy as developing a plan for how the business will compete, what should be its goals and what policies are needed to achieve these goals. The definition of Competitive Marketing Strategy or competitive strategy is a combination of the end (goal) that the company is fighting for with tools (policies) and the company tries to get there. The point of formulating a competitive strategy is to connect the company with its environment, although the relevant environment is very broad, including social and economic forces. A key aspect of the firm's environment is the industry in which the firm can compete. The objective of a competitive strategy for a business unit in an industry is one of finding a position in the industry where the company can best protect itself against competitive pressures (forces) or can influence these pressures positively. Rivalry among existing competitors takes the form of a race for position using tactics such as price competition, advertising wars, giving gifts, product introductions and improving services or guarantees to customers. Competition occurs because one or more competitors feel pressure or see an opportunity to improve their competitive position.

Conceptual Framework

In this research, the theoretical framework or framework is described in the form of a chart. The chart that illustrates the conceptual framework in this study is:

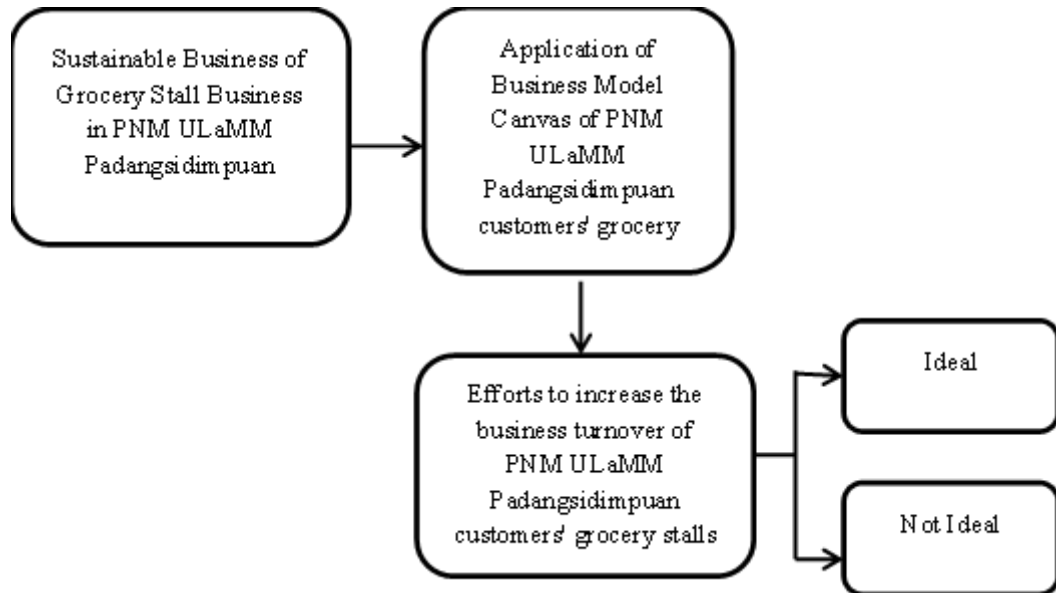


Figure.3 Conceptual Framework

In the theoretical framework above, it is explained that initially a description was made of the efforts made by the grocery shop business owners of PNM ULaMM Padangsidimpuan customers. Later, the results of the description of the efforts to increase turnover are analyzed using the Business Model Canvas. Finally, the results of the analysis of the application of the Business Model Canvas are re-examined whether the application is ideal or not. If it is ideal, it should be maintained. If it is not ideal, it should be improved in order to further increase the profit and sustainability of the grocery shop business owned by PNM ULaMM Padangsidimpuan customers.

METHODOLOGY

Research Paradigm

The paradigm used in this research is constructivism where truth is not singular so that researchers are not enough to dig up research information from only one source to get valid and complete information. In addition, the author also assumes that everyone has a different understanding of a problem so that different interpretations arise. These different interpretations if collected will form complete and detailed information. That is why, researchers use a research paradigm in the form of constructivism.

Research Design

The research design used in this research is descriptive qualitative research design. This is because the author only describes the pre-existing theory, namely the Business Model Canvas theory which has previously been formulated based on observations and research in the field. Researchers do not have the aim of formulating new theories so that the research design that is suitable for use is descriptive research design.

Unit of Analysis

In this study, the object used as the unit of analysis is PNM Padangsidimpuan customers who are grocery shop business owners. Later from them this will be explored about detailed information about the research formulation.

Research Setting

In this study, the research setting in question is the research location and the area chosen as the object of research. The setting in this study is in the Padangsidimpuan City area, North Sumatra. The location is at the location of the grocery stall business owned by PNM ULaMM Padangsidimpuan customers and the PNM ULaMM Padangsidimpuan Office.

Types and Sources of Data

In this research, primary data is generated through interviews with one of the grocery shop business owners who is a customer of PT PNM Padangsidimpuan. Meanwhile, secondary data in this study comes from a number of indirect sources such as books, brochures, and articles obtained from websites related to research and previous studies relevant to this research. Or data from second people or not data that comes directly. This secondary data supports the discussion and research so that several sources of books or data obtained will help and critically review the research. Secondary data in this study is only to complement data in research such as to create a company organizational structure and company history.

RESEARCH RESULT AND DISCUSSION

Application of Business Model Canvas of PNM Customer Grocery Business in Padangsidimpuan City

The application of the Bussines Model Canvas carried out by grocery shop business actors owned by PNM customers in Padangsidimpuan City is applied in several components of the Bussines Model Canvas itself, among others:

1. Application of Customer Segments

Based on the results of interviews with several grocery business owners who are customers of PNM Padangsidimpuan Branch, the business owners of grocery stalls of PNM Padangsidimpuan Branch customers never limit their customers. All buyers from any background, of any age will be served when they want to buy goods at their grocery stalls such as parents, children to boarding school children. In addition, the grocery stall

business owners of PT PNM Padangsidimpuan Branch customers have also never mapped consumers who buy goods at their stalls.

2. Application of Value Proposition

Based on the results of interviews with grocery business actors who are customers of PT PNM Padangsidimpuan Branch, some of the advantages or added value they have are not related to price but other things. This is because in terms of price, these grocery shop business owners have never given discounts to their customers as is done by well-known retail minimarkets. The advantage or added value possessed by these grocery shop business owners lies in the product. All of them stated that the majority of the products they sell are new stock although not a few are also mixed with old stock. However, the old stock they sell is still decent. Another advantage or added value lies in their location. The owners of these grocery stalls stated that they set up their stalls on the side of a big road so that they are easily accessible and seen by customers who want to buy goods. Apart from products and location, the advantage of grocery stalls owned by customers of PT PNM Padangsidimpuan Branch lies in services where sellers continue to provide services to their buyers. Buyers will continue to be served as much as possible.

3. Implementation of Channels.

Based on the results of interviews with informants who are grocery stall traders of PT PNM Padangsidimpuan Branch customers regarding the flow of goods out or the sales process, these traders provide the best service to buyers. Meanwhile, with regard to the flow of incoming goods or purchases, according to the results of the author's direct observations in the field, these traders never limit where the goods come from. Usually they buy goods directly from distributors or large wholesalers to resell to consumers. If there are salesmen who come to them to offer products, they are also welcome.

4. Implementation of Customer Relations

Based on the results of interviews with a number of traders who are customers of PT PNM Padangsidimpuan Branch, in establishing relationships with their customers, these traders sometimes never refuse anyone who buys goods from them. They will continue to provide maximum service to their customers. These traders will also provide maximum service. Not infrequently, these traders are also willing to deliver customer-ordered goods directly to the customer's home. Moreover, the customer is well known by these traders. In addition, these traders will also serve purchases in any form. Even these peddlers are willing to serve consumers who buy goods at retail, even if it's just a cigarette.

5. Application of Revenue Streams

Based on the results of interviews with traders who are customers of PT PNM Padangsidimpuan Branch, the main source of income of these customers is purely from the sale of goods. They do not serve the sale of services even though the current trend in Padangsidimpuan City is that many goods traders also serve service businesses such as opening tire patch services.

6. Implementation of Key Resources

Based on the results of interviews with a number of traders who are customers of PT PNM Padangsidimpuan Branch, there are 3 resources that are the main keys in developing the business of grocery stall customers of PT PNM Padangsidimpuan Branch. The first lies in the quality of goods. Second, lies in the cleanliness aspect of their stalls. Third, lies in the price of the goods they sell. Based on the author's observations, these traders try to sell at low prices so that they can compete with other traders.

7. Implementation of Key Activities

Based on the results of interviews with grocery traders who are customers of PT PNM Padangsidimpuan Branch, there are 2 key activities carried out by these grocery stall traders. Some of these key activities are also still closely related to key resources. The first key activity of these grocery stall traders is located in customer relations activities. Second, it lies in the activity of keeping the merchandise stall clean.

8. Key Partnership Implementation

Based on interviews with traders who are customers of PT PNM Padangsidimpuan Branch, there are 3 parties who are key partners in developing the grocery stall business of PT PNM Padangsidimpuan Branch customers. The first key partnership in the development of the grocery stall business of PT PNM Padangsidimpuan Branch customers is direct suppliers. Second is the wholesaler who distributes indirectly. The third is the customer.

9. Application of Cost Structure

Based on the results of interviews with grocery stall traders who are customers of PT PNM Padangsidimpuan Branch, the biggest cost or expense comes from electricity costs. One grocery shop must bear electricity costs from Rp400,000 to Rp1,000,000. Another cost is the cost of stock inventory. For trading companies in general, especially those that do not run a consignment system, the company must provide stock of goods so that inevitably they must buy goods in advance from suppliers. Likewise with these grocery stall traders. They must provide merchandise by purchasing goods in advance from suppliers.

Business Competition Strategy for PNM Customer Grocery Businesses in Padangsidimpuan City

Based on the results of observations and interviews with resource persons who are business owners of grocery stalls of PNM customers in Padangsidimpuan Branch, there are several business competition strategies carried out by the owners of these grocery stalls. This business competition strategy still has a relationship with the Business Model Canvas run by these traders. The application of business competition strategies carried out by the owners of these grocery stalls include:

1. Maintain the quality of goods.
2. Provide maximum service to customers.
3. Keep the merchandise stall clean.

Strategies for Increasing the Turnover of PNM Customer Grocery Businesses in Padangsidimpuan City

Based on the results of interviews and observations, there are several strategies to increase turnover carried out by grocery shop business owners of PNM customers in Padangsidimpuan Branch. This turnover increase strategy is closely related to the Cost Structure and Revenue Streams in the Business Model Canvas applied by the business owner of the PNM customer grocery shop in Padangsidimpuan Branch. Some of the strategies to increase turnover carried out by business owners of grocery stalls of PNM customers in Padangsidimpuan Branch include:

1. Always sell goods with new stock.
2. Start selling early in the morning.
3. Do not give debt to customers.

CONCLUSIONS AND RECOMMENDATIONS

From the results of the research, there are a number of conclusions that illustrate the summary of this research. These conclusions include:

1. The results of the application of the Business Model Canvas of the PNM Customer Grocery Stall Business in Padangsidimpuan Branch include: Key Partnerships consist of relationships with distributors, relationships with large wholesalers, relationships with salesmen and relationships with customers. Key Activities consist of: maintaining product quality, keeping the shop clean. Value propositions consist of products that are always in new stock, strategic stall locations and maximum service to buyers. Customer Relationship consists of: maximum service to customers, and sellers are willing to deliver goods to customers' homes. Customer segments consist of: neighborhood residents, children, parents and boarders. Key Resources consist of stock merchandise. Channels consist of distributors, large wholesale stores, salesmen and merchandise stalls. Cost streams consist of electricity costs and raw material stock costs. Revenue streams consist of product sales.

2. The business competition strategies carried out by PNM customer grocery shop business owners in Padangsidempuan City include: maintaining the quality of goods sold such as always providing new stock of goods and providing maximum service to customers who come. Sellers never discriminate against buyers. All buyers will be treated the same. In addition, there is also maintaining the cleanliness of the merchandise stalls as one of the business competition strategies of these grocery shop business owners.
3. The strategy of increasing turnover carried out by PNM customer grocery shop business owners in Padangsidempuan City is by increasing the stock of goods where the goods sold are always new stock, starting to sell early in the morning so that they can compete with other traders, always treating consumers well so that customers feel at home shopping and not giving debt to customers so that sales turnover is maintained.

Based on the research results that have been presented previously, there are several suggestions that will be conveyed. To grocery shop business owners: strategies to increase turnover and competitive business strategies are recommended to be improved. Utilize technology such as social media for sales promotion because many of these grocery shop business owners only use conventional methods such as just 'waiting for the ball'. For service to customers, it is recommended that it be maintained, if necessary, it can be improved.

ADVANCED RESEARCH

This research can be suggested to be developed again into quantitative research so that it can be seen which factors have a positive and significant effect on business competition and turnover of grocery shop business owners of PNM Padangsidempuan customers.

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