



## Developing Cooperative Business Models for the Digital Era: A Workshop in Bekasi City

Santi Rimadias

Management of Study Program, STIE Indonesia Banking School, Indonesia

**Corresponding Author:** Santi Rimadias [santi.rimadias@ibs.ac.id](mailto:santi.rimadias@ibs.ac.id)

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### ABSTRACT

This workshop aims to increase the capacity of cooperative managers in Bekasi City to develop innovative and sustainable business models in the digital era. This activity introduced the concept of Business Model Canvas (BMC) so that participants were able to design cooperative business models independently. With a participatory approach through interactive presentations and group discussions, the workshop was held on May 24, 2025, at the Metland Hotel, attended by 11 cooperative managers from various companies. As a result, participants gained practical knowledge and skills in compiling BMC-based digital business models. This activity shows an increase in awareness and readiness among cooperative managers to develop digital-based business models for organizational growth.

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## INTRODUCTION

A cooperative is a business entity whose members are individuals or cooperative legal entities, carries out its activities based on cooperative principles, and is a people's economic movement based on the principle of family. In 2024, the volume of cooperative business was recorded at Rp214 trillion or equivalent to 0.97% of the national GDP. This figure shows a positive trend in the development of cooperatives in Indonesia (Ahdiat, 2024). Cooperatives are no longer limited to the savings and loan sector. Currently, many are engaged in the real sector such as agriculture, fisheries, industry, and services. These real sector cooperatives are considered capable of opening up more jobs and making a greater contribution to Gross Domestic Product (GDP).

To some extent, Indonesian cooperatives have boosted the country's economy (Nasution et al., 2024), but the contribution of cooperatives to the national economy is still far below expectations (Hamdani, 2020). The contribution of cooperatives to Indonesia's economic growth is lower than the contribution to the national economy of Sweden (13%), Switzerland (16.4%), Finland (21%), New Zealand (22%), and Kenya (45%) (Hasan et al., 2018). Low productivity is the main reason why Indonesian cooperatives have not been able to fulfill their vital function as the foundation of the country's economy (Majid et al., 2022). Some of the problems experienced by cooperatives in Indonesia include the fact that many cooperatives are still not optimal in their business models (Sumirah & Saputra, 2025), limited resources for digitalization and product innovation (Holiseh & Izzatusholekha, 2023), limited effective distribution and marketing strategies in the digital era (A, 2024) and challenges in maintaining member loyalty and managing customer relationships (Aprilliifalya & Azhar, 2025).

In the era of rapid digital transformation, cooperatives are increasingly required to increase their productivity in order to remain competitive and sustainable (Al-Hasyir et al., 2024). One way to increase productivity is to implement an innovative business model (Rimadias, 2024) so that it is in accordance with the business run by the cooperative. Cooperative managers must have the ability to innovate (Widarwati et al., 2025) and respond to market changes driven by digital technology (Rimadias et al., 2021). However, many cooperatives, especially at the local level, still face challenges in understanding and implementing modern business concepts that are in accordance with the digital economy (Ndraha et al., 2024).

To address this gap, a workshop was held in Bekasi City with the aim of increasing the capacity of cooperative managers in developing innovative and sustainable business models. This workshop introduced the Business Model Canvas (BMC) as a practical framework used to design and analyze an organization's business model in a concise and structured manner (Carter & Carter, 2020). BMC can help cooperatives independently design and analyze business strategies. Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure are the nine main interrelated components that make up the BMC, created by Alexander Osterwalder (Schwartz, 2024). By using

BMC, cooperatives are able to develop effective business models (Becker & Bröcker, 2021), align member needs with market opportunities (Perkasa et al., 2024), manage and develop cooperative business units professionally (Walid & Alamsyah, 2020).

By utilizing a participatory approach, through interactive presentations, group discussions, and presentations of business model development results, this activity provides a forum for increasing knowledge and collaborative learning. The Cooperative Workshop activity was held on May 24, 2025, at the Metland Bekasi Hotel, attended by 11 cooperative managers from various cooperatives in Bekasi City. This activity highlighted the increasing understanding of participants about business model development in the digital era and their readiness to implement digital strategies in cooperatives.

## **IMPLEMENTATION AND METHODS**

### ***Material***

A study conducted by (Szathmári et al., 2024) revealed that business failure is often caused by problems in the business model, such as wrong market positioning and inappropriate customer development. Lack of understanding of market dynamics and customer needs is a major factor in failure. Based on this study, cooperatives can review their business models using the Business Model Canvas (BMC) concept. BMC makes it easier to analyze business strategies, by using 9 (nine) basic components in business, including Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. The following is an explanation of each of the basic components of BMC:

a. Customer Segments

Customer segments are the consumer segment targeted at a business, focusing on the market served (Haque et al., 2023). In the BMC discussion, the resource person gave an example of the case of Sunyi Coffee, which is available in the module that was distributed to the participants. Customer segments focused on by Sunyi Coffee include general consumers who love coffee, communities that care about social issues, corporations that support inclusion programs, observers and supporters of the disability movement, government and social NGOs.

b. Value Propositions

Value propositions are defined as a set of products and services that create value for a specific Customer Segment (Regi et al., 2023). In the BMC discussion, the resource person gave an example of the case of Sunyi Coffee to analyze the value propositions, which are available in the module distributed to the participants. Sunyi coffee has value propositions including an inclusive coffee experience, the best quality local coffee provided by trained baristas with disabilities, encouraging social equality and a disability-friendly place.

c. Channels

Channels is the integration of offline and digital channels for distribution and communication (Sun et al., 2022). In the case raised as BMC's analysis, namely Sunyi Coffee, customer relationships can be in the form of physical

outlets in big cities, social media (Instagram, TikTok), community and educational events, and online ordering (Grab, Gojek).

d. Customer Relationships

Customer relationships are the strengthening of customer interaction and loyalty (Chairunnisa et al., 2024). In the case raised as an analysis of BMC, namely Sunyi Coffee, customer relationships can be in the form of personal and empathetic services, communication through social media, social collaboration and public education, and inspirational stories that build emotional bonds.

e. Revenue Streams

Revenue Streams are revenue diversification, including digital services and partnerships (Pamekas et al., 2019). In the case raised as a BMC analysis, namely Sunyi Coffee, revenue streams can be in the form of coffee and food sales, inclusion training or workshops, social events and corporate CSR and donations or collaborations with NGOs.

f. Key Resources

Key resources are key resources, such as skilled humans, digital technology, and so on (Soetadi et al., 2024). In the case raised, namely Sunyi Coffee, key resources include a team of trained baristas with disabilities, inclusive and strategic business venues, unique reputation and brand and social community support.

g. Key Activities

Key activities are the most important activities carried out in business, such as production, marketing, innovation, and digital services (Gracella et al., 2024). In the case raised, namely Sunyi Coffee, among others are serving coffee & food, training baristas with disabilities, inclusion awareness campaigns, collaborations with social and marketing institutions.

h. Key Partnerships

Key partnerships focus on key partners in doing business, such as technology partners, local suppliers, financial institutions, and so on (Rimadias et al., 2014). In the case analyzed, Sunyi Coffee, key partnerships include the disability community, NGOs and social institutions, local governments, local coffee supplier partners, media and volunteers.

i. Cost Structure.

Cost structure is the management of operational costs and digitalization investments (W et al., 2025). In the case raised as a BMC analysis, namely Sunyi Coffee, the cost structure can be in the form of coffee and food raw materials, staff salaries and training, outlet operating costs, and social and promotional program costs.

### ***Location and Trainees***

The cooperative workshop with the theme "Cooperative Business Development in the Digital Era" was held on Saturday, May 24, 2025 at Metland

Hotel, Jl. Hasanudin, Tambun Selatan, Bekasi City. The training participants were 11 cooperative managers from various companies in Bekasi City.

### Execution Procedure

The cooperative workshop was organized by PT Edukasindo Utama. As the organizer, PT Edukasindo Utama socialized the Cooperative Workshop event 1 month before the activity to various cooperatives in Bekasi City. The event poster is shown in Figure 1. The Cooperative Workshop activity was packaged face-to-face at a predetermined location. A participatory approach was developed in this activity, through interactive presentations, group discussions, and presentations of business model development results, highlighting the increased understanding of participants about business model development in the digital era and their readiness to implement digital strategies in cooperatives.



Figure 1. Cooperative Workshop Event Poster

Furthermore, the activity provides participants with a material compilation module. Evaluation will also be conducted after the activity is completed. Evaluation of the implementation of the Cooperative Workshop in the form of achievement targets as presented in Table 1.

Table 1. Cooperative Workshop Achievement Targets

No.	Indicator	Target
1.	Participants attended the workshop from the beginning to the end of the session.	100%
2.	Interactive participants in discussions during the workshop.	70%
3.	Participants are able to design a Business Model Canvas (BMC) for cooperative development.	100%
4.	Participants are able to present the Business Model Canvas (BMC) for cooperative development.	60%

Source: Author (2024)

## RESULTS AND DISCUSSION

### *Workshop Implementation*

The Cooperative Workshop for cooperative managers in Bekasi City was held by PT Edukasindo Utama at Metland Hotel, Jl. Hasanudin, Tambun Selatan, Bekasi City, on Saturday, May 24, 2025. This workshop was attended by 11 (eleven) participants at 13.00 – 15.30 WIB.

The workshop was opened by the Master of Ceremony (MC) from PT Edukasindo Utama, then continued by the resource person. The resource person gave an interactive presentation on the development of cooperative businesses in the digital era as presented in Figure 1. At the beginning, the resource person explained the current portrait of cooperatives in Indonesia, then continued with an interactive discussion of the main problems of cooperatives today. The resource person also provided an overview of several previous studies on business failures that are often caused by problems in the business model. During the presentation by the resource person, participants actively asked questions and shared about the cooperative business in their respective companies.



Figure 2. Presentation of resource persons at the Cooperative Workshop



Figure 3. Business Model Canvas Material

Furthermore, the resource person provided an explanation of the Business Model Canvas (BMC). BMC is a business management framework created with the aim of providing direction and guidelines on how a business can be run effectively and generate profit. In BMC, there are 9 (nine) basic components in business, including Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure as presented in Figure 3. With BMC, cooperatives are able to develop effective and profitable business models, align member needs with market opportunities, manage and develop cooperative business units professionally.

To facilitate the participants' understanding, the resource person provided an example of a case of BMC implementation, for each of the 9 (nine) business components. Participants were asked to discuss in groups about the development of cooperative businesses using BMC in the digital era and present the results of the BMC. Participants appeared enthusiastic during the BMC discussion.



Figure 4. Cooperative Workshop participants appear enthusiastic in the Discussion Session

After the discussion was completed, each group came to the front of the class to present the results of their cooperative business development using BMC. During the presentation, it was seen that the ideas expressed by the participants for their business development were innovative and digital-based.



Figure 5. Presentation of cooperative business development with BMC

Next, the resource person discussed and gave a review related to the presentation of the results carried out by each participant group and gave a conclusion on the urgency of BMC. As a closing, the resource person and participants of the cooperative workshop took a group photo at the end of the event.



Figure 6. Resource persons and participants of the Cooperative Workshop

### ***Workshop Implementation Evaluation***

The evaluation was conducted after the cooperative workshop was completed. The results of the Cooperative Workshop evaluation are presented in Table 2. The evaluation results show that all targets were achieved above the expected final results.

Table 2. Cooperative Workshop Evaluation Results

No.	Indicator	Target	Achievement
1.	Participants attended the workshop from the beginning to the end of the session.	100%	100%
2.	Interactive participants in discussions during the workshop.	70%	82%
3.	Participants are able to design a Business Model Canvas (BMC) for cooperative development.	100%	100%
4.	Participants are able to present the Business Model Canvas (BMC) for cooperative development.	60%	82%

Source: Author (2025)

## CONCLUSIONS AND RECOMMENDATIONS

The Cooperative Workshop ran smoothly and effectively, as indicated by the full attendance of participants and active participation during the session. The enthusiasm and involvement of participants were very high, as seen from the active group discussions and presentations of innovative ideas displayed. Furthermore, the introductory material and practice of using the Business Model Canvas (BMC) presented by the resource person regarding the development of cooperative businesses in the digital era were very relevant and needed by the participants. The results of the participant evaluation showed that all indicators of workshop success were achieved beyond the target, proving that this activity met the expectations and needs of the participants.

Further recommendations from this activity are as follows: BMC material deepening needs to be done periodically so that cooperatives can implement their business models sustainably and measurably; expansion of participants from various regions in Bekasi or other regions can be done to expand the impact of this training; and post-workshop evaluation in the medium term, around 3-6 months can be done to measure the effectiveness of BMC implementation by each cooperative manager.

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