

BUSINESS MODEL ANALYSIS AT TEMPEH MACACA CHIPS MSME WITH SWOT ANALYSIS ON BUSINESS MODEL CANVAS APPROACH

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ABSTRACT

Background: The Macaca Tempe Chips SME is a business in South Tangerang City that has successfully processed raw tempeh into tempeh chips that are worth selling but need more human resources, which has implications for declining sales.

Purpose: This study aims to obtain alternative business development strategies by identifying the Business Model Canvas owned by Macaca Tempe Chip MSMEs.

Design/methodology/approach: The method used was qualitative, with the Business Model Canvas approach and SWOT analysis. Elements of BMC were analyzed descriptively, and then a SWOT analysis was carried out for each aspect. The respondents in this study consisted of internal respondents, namely the owner of the Macaca Tempe Chips (MSME), and external respondents consisting of experts, consumers, and potential consumers of Macaca Tempe Chips.

Findings/Result: The SWOT analysis resulted in six strategies applied to the elements of the canvas business model (BMC1). The final stage of analysis shows that the results of validating the business model canvas (BMC2) need additional strategies in the channel and critical partner elements.

Conclusion: According to the research findings, several alternatives should be implemented in the business processes of Macaca Tempe Chips MSMEs. These include optimizing marketing channels, expanding partnerships, recruiting skilled human resources, providing human resource training, purchasing production equipment, and enhancing product innovation and quality.

Originality/value (State of the art): The absence of business analysis conducted on Macaca Tempe Chips MSME is a novelty of this research.

Keywords: alternative strategy, business model canvas, human resources, MSME, SWOT analysis

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INTRODUCTION

Tempeh is one of the most widely consumed foods in Indonesia. According to data from the Central Bureau of Statistics (BPS) in 2021, since 2020, the average time consumption of Indonesian people per capita has been 140 grams per week and has increased by 4.29 percent in 2021 to 166 grams per week. This increase in tempeh consumption indicates that tempeh is a desirable business option. The South Tangerang region is one of Indonesia's regions with many tempe artisans. The Macaca Tempeh Chip business is still categorized as developing. In conducting its business operations, the Macaca Tempeh Chips MSME has constraints on the limitations of its human resources, both in terms of the number and capabilities of its employees, which are only number two. The limited human resources in the form of the number and quality of employees at Macaca Tempeh Chips MSMEs have had a severe impact on their business performance, relying on only two employees to manage all aspects of business operations. The Macaca Tempeh Chips business must allocate sufficient time to innovate its product development and marketing strategies.

Limited human resources also affect the quality of the products and services. With the number of employees divided between various operational tasks, the supervision and control of the production process become. This can lead to inconsistent or declining product quality. Customers who are disappointed with products that do not meet expectations or have inadequate services are likely to switch to alternatives. This series of problems has resulted in a significant decline in sales.

Business development is necessary for Macaca Tempe Chips to overcome the current challenges. Despite having found a foothold in the market for its original product, the business still needs to pursue several improvements. Currently, the tempeh chips offered are limited to just one product variant: the original variant. Product diversification is an urgent step to compete more effectively and attract a broader range of consumers, including exploring different flavors and packaging that can attract a wider audience. Ulya et al. (2022) found increased production volume and economic growth in small industries due to innovations in flavor variants and product packaging.

Transformation in marketing channels is a crucial step toward achieving a broader market share. The migration from conventional approaches to online marketing and social media will open opportunities for access to more potential consumers and allow for more direct and personalized interactions with customers. Online marketing influences consumer interest in MSME products (Sukma et al., 2020). However, these challenges must be addressed in addition to products and marketing. Other core aspects such as finance, human resources, operations, and supply chains also require serious attention. More effective financial management, including careful cash flow and expenditure monitoring, will help to create a solid foundation for sustainable growth.

Macaca Tempe Chips MSMEs must design a holistic strategy that covers all aspects of the business to achieve sustainable growth. Therefore, a strategy is needed to develop a business to increase sales from Macaca Tempeh Chips MSMEs through the development of several sectors. One of the approaches that can be used to carry out company analysis is the use of Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, which is a technique for rapidly analyzing a company's strategic situation (Pearce & Robinson, 2013).

Much research has been conducted on strategy development (Hartatik, 2017). It takes at least five years to affect the long-term well-being of an organization. Therefore, strategies must be future-oriented (David & David, 2015). One of the several methods that can be used to develop a business strategy is to implement a business in a business model. However, the business strategy implemented by a company will only obtain maximum results if it begins by reviewing and formulating an appropriate business model. Osterwalder and Pigneur (2012) developed business model visualization applications in the form of a business model canvas. A business model canvas can be a picture or visualization of the company's business model and the relationships between blocks that are more attractive. According to Herawati et al. (2019) and Setyorini et al. (2017), very high competition spurs business actors' enthusiasm to create new strategies using SWOT analysis, which is closely related to business model canvas.

Based on the results of several previous studies, business development involves identifying various business factors using SWOT results in the formulation of strategies for each BMC element. This is based on the different problems faced by each business type. Andini (2019) and Aisyah (2021) formulated strategies to meet a company's sales target. The objectives of this research are as follows: 1) identifying the business processes of Macaca Tempe Chips MSMEs, 2) designing the current business model of Macaca Tempe Chips MSMEs, 3) analyzing the business development of Macaca Tempe Chips MSMEs, and 4) improving the business model for business development of Macaca Tempe Chips MSMEs.

METHODS

This research was conducted at the Macaca Tempe Chips MSMEs located in Kedaung Village, Pamulang District, South Tangerang City. The location was chosen purposively (purposive sampling) by considering that the business has business development opportunities in the Tempe Industrial Village of South Tangerang City. Data were collected from May to July 2023. The respondents were selected using a purposive non-probability sampling technique.

The respondents included both internal and external respondents. The internal respondents were owners of the Macaca Tempe Chips MSMEs. External respondents in this study were (1) supervisor respondents consisting of three people from Disperindag, who have in-depth information about the business from its inception to the present, (2) consumer respondents consisting of six people who have bought products from Macaca Tempe Chips, and (3) prospective consumer respondents consisting of five people. The collected data consisted of both primary and secondary data (Table 1).

Descriptive analysis was carried out based on the BMC elements, which were then subjected to SWOT analysis for each existing aspect. Sianturi (2020) employed SWOT analysis to assess factors and devise marketing strategies. Identification of each Business Model Canvas element in Macaca Tempe Chips MSMEs to determine the current business model description. The next stage is to formulate strategies through a SWOT matrix analysis. The strategies generated from the SWOT matrix were used as a reference to formulate an improved business model canvas (BMC₁). The last

stage of the data analysis process was to validate the results of the improved BMC (BMC₁) with the Macaca Tempe Chips business owner and South Tangerang City Disperindag as a business coach to produce business solutions that follow reality and needs. This business solution is presented in the business model canvas validation (BMC₂) as the final output. Research framework in Figure 1.

RESULTS

Business Overview

Macaca Tempe Chips are a differentiated product from Rumah Tempe Ipeh, which is located in the Tempe Industry Village, Kedaung, Pamulang, South Tangerang City, and is the only tempe chip producer there. The MSME was established at the end of 2017 under the guidance of the South Tangerang City Industry and Trade Office for several tempeh business actors in the Tempe Industry Village of South Tangerang City. Initially, tempeh makers were included in BIMTEK, held by the Ministry of Research and Technology, regarding processed products made from tempeh to provide new opportunities for small and medium enterprises to improve the community's economy by empowering productive businesses. However, only Mrs. Saripah, as the owner of Macaca Tempeh chips MSMEs, has continued product development and succeeded until now.

Table 1. Types and sources of research data

Data Type	Data Sources
Primary data	1. Field observation
Qualitative data:	2. In-depth interviews with internal parties (business owners)
1. Business process and BMC ₀ based on field observation	3. In-depth interviews with external parties (coaches, customers, and potential customers)
2. SWOT Analysis and BMC ₁ based on interviews with internal and external parties	
3. BMC ₂ based on the results of validation with interviews with business owners and Disperindag as a coach.	
Secondary data	1. Books
Qualitative data	2. Journal
	3. Previous research related to the research

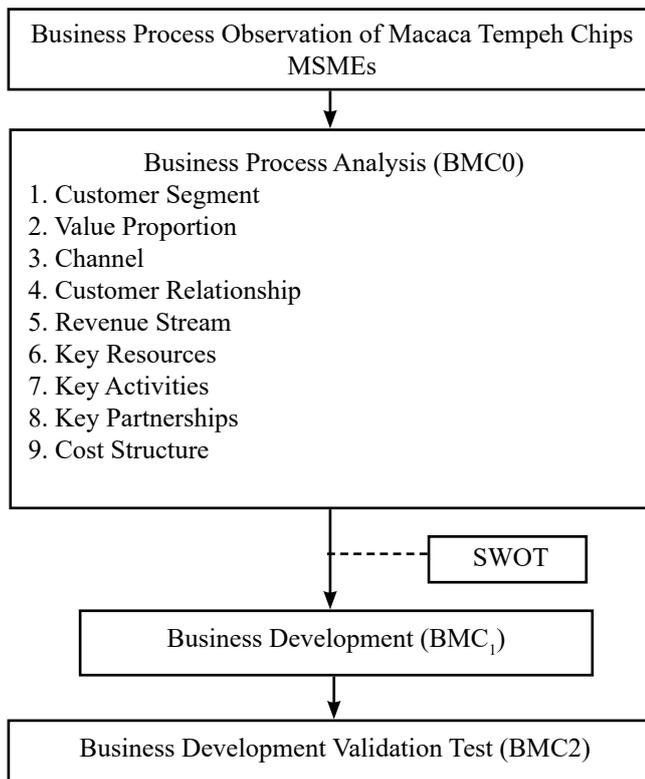


Figure 1. Research Framework

At the beginning of the establishment of this business, product promotion was conducted during MSME socialization activities held by the South Tangerang City Industry and Trade Office. Macaca Tempeh Chips became a leading product in South Tangerang City as the business developed and collaborated with various retailers in Jakarta and South Tangerang. Unlike some businesses that were affected during the Covid-19 pandemic, the sales of Macaca Tempeh chips products experienced a significant increase, as seen from the increasing demand for products from several retailers to resellers. Mrs. Saripah, as the owner of the Macaca Tempeh chips business, plays an active role in all business process activities, from production and distribution to promotion. This is due to the need for qualified human resources in every business process. However, this business continues to run along with human resource problems because of the owner's active role in continuing to develop the business.

Business Process of Macaca Chips MSME

This business process has several activities or a set of activities aimed at improving a company's or organization's quality. A business process can also refer to a network of well-interrelated activities, and the process of inputting output requires resources to

satisfy customer desires (Afsharghasemi et al., 2020). The business process of Macaca Tempeh chips MSMEs refers to a series of activities conducted to achieve business goals. The business process of Macaca Tempeh Chips MSME is as follows.

Tempeh Production

The business process of making tempeh chips begins by placing the tempeh into a cutting machine to keep the tempeh uniform in size. The cut tempeh was then placed in seasoned water. The soaked tempeh was then fried to appropriate maturity and crispness.

Packing Goods

The processed tempeh chips were packaged according to the weight stated on the packaging (800 g) and placed into a sealer machine to seal the tempeh packaging so that the quality of the tempeh was guaranteed and the crispness of the product was maintained. After all the tempeh chips were packaged, a record was made to record the number and destination of the products to be sent.

Distribution

In the delivery process, the owner of the Macaca Tempeh Chips MSMEs still does it independently to avoid product damage if delivery services are used. Daily deliveries are delivered to retail stores, gift shops, resellers, and special orders directly from buyers.

Business Model Canvas Analysis (BMC₀)

The current condition of Macaca Tempeh Chips MSMEs can be observed from the mapping of nine business model canvas elements: customer segments, value positions, channels, customer relationships, revenue streams, key resources, key activities, key partners, and cost structure. In the initial stage of BMC, the current business model of Macaca tempeh chips MSMEs was identified and mapped (Figure 2).

Customer Segment

In the initial observation of the Macaca Tempeh Chips MSME, the high consumption of tempeh by the people in South Tangerang City made the owner try to make variations of processed tempeh in the form of alternative products favored by the public, such

as tempeh crisps. This idea was encouraged by the guidance provided by the Department of Industry and Trade of South Tangerang City, which enabled the owner of the Macaca Tempe Chips MSME to innovate its products by targeting this potential market.

Value Proportion

The value offered by Macaca Tempe Chips products is a healthy snack and halal certification. This is related to the Macaca Tempe Chips business, which already has HAKI and PIRT numbered 5153674020140-24 to ensure that the product content is safe because it goes through various inspections by the Health Office to guarantee marketed products.

Channels

Macaca tempe chip MSMEs have several ways to market their products to consumers. First, in a B2B way, Macaca Tempe Chips are sent to several retail stores spread across the South Tangerang area and several stores in Jakarta, South Tangerang souvenir shops, namely lengkong outlets and resellers. Second, Macaca Tempe Chips sell directly to customers during bazaar activities.

Customer Relationship

Macaca Tempe Chip MSMEs often distribute free samples to maintain relationships with old customers

and as promotional events for potential customers. Every time they make a product sales transaction, the owner of the Macaca Tempe Chips MSMEs always asks customers for input to improve production quality. Product quality affects customer satisfaction and loyalty (Tegar et al., 2022).

Revenue Stream

The revenue stream obtained by Macaca Tempe Chips MSMEs comes only from product sales. However, there are several ways to see revenue, namely, through consignment, which is paid according to the products sold. This is usually done by selling B2B products to retail stores, gift shops, or resellers. Direct product sales through bazaars or private orders are paid immediately according to the number of products purchased.

Key Resources

Macaca tempe-chip MSMEs contain several resources that provide added value to the product. The first is an adequate production site that guarantees cleanliness to maintain the product quality. Second, all tools used in the production process are standardized for production in large quantities with good quality. The third category includes materials used to produce Macaca tempeh chips, such as tempeh, water, cooking oil, and seasoning.

Key Partners - Market traders - Packaging printing - Industry and Trade Office of South Tangerang City - Retail - Gift shop - Resellers	Key Activities - Production - Distribution - Product sales	Value Proposition - Healthy snacks with guaranteed quality - Standardized ingredients and production tools - Have HAKI, PIRT, and Halal	Customer Relationship - Sampling and receiving feedback	Customer Segment - People who like tempeh - People who like to eat snacks
Cost Structure - Fixed Cost: Utilities, Employee salary - Variable Cost: Raw material purchase	Key Resources - Production site - Tools - Ingredients		Channels - B2B (Retail, gift shop, reseller) - B2C (Bazaar)	
			Revenue Stream - Sales of Macaca tempeh chips	

Figure 2. BMC₀ Keripik Tempe Macaca

Key Activities

There are three key activities involved: production, distribution, and product sales. First, tempe production activities were conducted daily to meet the tempe needs of the Tangerang Selatan City community and the need for essential ingredients for making tempe chips. Second, there is a distribution that is carried out directly because tempeh chip products require special handling in shipping, so that they do not suffer damage, and products are destroyed when they arrive at the hands of consumers. Third, product sales occur during certain events such as bazaars or exhibitions.

Key Partners

Macaca Tempe Chip MSMEs have several partners who assist in carrying out the entire business process, including:

1. Market traders as suppliers of raw materials other than tempeh (seasonings, flour, and oil) used to produce tempeh chips
2. The Department of Industry and Trade of South Tangerang City is an agency that has assisted and fostered Macaca Tempe Crisps MSMEs since the beginning until they became the leading MSMEs in South Tangerang City
3. Retail, the largest supplier of products in every production of Macaca Tempe Chip MSMEs
4. South Tangerang City souvenir shop or “Gerai Lengkong”
5. Resellers spread across Jakarta and surrounding areas.

Cost Structure

Cost structure is the structure required to run a business. In the Macaca Tempe Chips MSME, there are several costs incurred, namely fixed costs, which consist of utility costs, such as water and electricity used during production, and employee salaries paid according to attendance at each production. In addition, there are variable costs that depend on the amount of production, namely, the purchase of raw materials for the production of Macaca tempeh chips.

Strength, Weakness, Opportunity, and Threat (SWOT) Analysis

The evaluation results of the Business Model Canvas (BMC₀) using SWOT analysis were carried out to

determine the factors that affect the business activities of Macaca Tempe Chips MSMEs, which will be used as the basis for formulating business strategies. Four strategies were formulated from the SWOT analysis, namely S-O (strength-opportunity), W-O (weakness-opportunity), S-T (Strength-threat), and W-T (weakness-threat), obtained from interviews from several sources. Based on the identification of strengths, weaknesses, opportunities, and threats, the following alternative strategies can be developed:

Strength-Opportunity (S-O) Strategy

The S-O strategy utilizes the strengths of a business to take advantage of existing opportunities. Macaca tempe chip MSMEs have stable and efficient production activities to meet the product inventory. Excess in considering this production can be a strength in taking advantage of existing opportunities. Product innovation development is an excellent opportunity to improve quality and increase sales. According to Andini (2014), innovation is crucial because it can increase the competitiveness of a company through its ability to master advanced technology in producing products or services. In addition, the track record of partnerships established between Macaca Tempe Chips MSMEs with Disperindag and several retail branches in South Tangerang City and DKI Jakarta opens opportunities to expand other partnerships and reach a broader market.

Weakness-Opportunity (W-O) Strategy

The W-O strategy takes advantage of opportunities to find solutions for business shortcomings. In the current era of technological development, MSMEs must take advantage of increased marketing and sales. According to Fadhilah and Pratiwi (2021), digital marketing is a good and efficient approach for marketing products to reach consumers quickly and on time. This can be an opportunity for Macaca Tempe Chip MSMEs to add human resources who are experts in the field of information technology to target a broader target market by utilizing the development of information technology using an online platform so that Macaca Tempe Chip products can be marketed outside the South Tangerang City and DKI Jakarta areas.

Competent human resources are required to optimize every business process. Fatimah et al. (2021) found that the quality of human resources is one factor that significantly affects the development of MSMEs. Until

now, Macaca Tempe Chips MSMEs have only two employees who do not have special skills, which can have an impact on product and service quality, which affects consumer loyalty. Providing training can be the best solution, other than adding human resources, because it can improve the human resources that are already owned and production quality.

Strength-Threat (S-T) Strategy

The S-T strategy utilizes strengths to avoid threats faced by businesses. The strategy of improving product quality and sales to compete with competitors can be overcome by UMKM Macaca Tempe Chips, which always maximize stable production capacity and consider predictable production costs that can be used to avoid threats. Both overcome competition in the same target market with competitors of similar products in South Tangerang City, the possibility of changing business partners through retail, and consumer difficulties in purchasing products.

Weakness- Threat (W-T) Strategy

The W-T strategy reduces weaknesses and avoids business threats. The SWOT analysis resulted in a strategy to increase the quantity and sales of tempeh chip products by purchasing new equipment. This is based on the income from fluctuations in raw material prices, which significantly affect the costs and prices of products from MSMEs. This can be minimized by maintaining sales so that the income of Macaca Tempe Chips MSMEs does not experience large fluctuations and delays the purchase of tools that incur high costs.

Application of Alternative Strategies in Business Model Canvas (BMC₁)

Furthermore, interviews with business owners, Disperindag of South Tangerang City, consumers, and potential consumers resulted in six strategies obtained from SWOT analysis being applied to the six elements of the BMC customer segment: value proposition, channels, key resources, key activities, and cost structure. The following is mapping The SWOT analysis results were mapped to the latest business model (BMC₁) (Figure 3).

Key Partners - Market traders - Packaging printing - Industry and Trade Office of South Tangerang City - Retail - Gift shop - Resellers	Key Activities - Production - Distribution - Product sales - Promotion	Value Proposition - Healthy and HALAL snacks (have HAKI and PIRT) - Product innovation - Product quality improvement	Customer Relationship - Sampling and receiving feedback	Customer Segment - People who like tempeh - People who like to eat snacks - Consumers outside South Tangerang City and DKI Jakarta
	Key Resources - Production site - Tools - Ingredients - Human resources		Channels - B2B (Retail, gift shop, reseller) - B2C (Bazaar) - B2C (Online marketplace)	
Cost Structure - Fixed Cost: Utilities, Employee salary - Variable Cost: Raw material purchase, Raw material, Packaging, Transportation, Promotion costs, Purchase of tools, Human resource training			Revenue Stream - Sales of Macaca tempeh chips	

Figure 3. BMC₁ Keripik Tempe Macaca

Customer Segment

The production of Macaca Tempe Chips is considered to be appropriate in determining the market segmentation to be targeted, namely the people of South Tangerang City who like tempeh and like to eat snacks. Since the beginning, the production process of Macaca Tempe Chips MSMEs has been assisted by Disperindag, which is considered advantageous in creating product differentiation from the Tempe Industrial Village in South Tangerang City. This makes Macaca Tempe Chips MSMEs a typical product of South Tangerang City that can be purchased at retail shops, souvenir shops, and resellers only in the area around South Tangerang City. Based on the W-O strategy, utilizing marketing channels with technology can reach a broader market. Rozinah and Meiriki (2020) found that digital marketing implementation increased sales and expanded the market share.

Value Proportion

Adding two points to the value proposition element relates to the S-O and S-T strategy analysis results. One of the quality improvements is the innovation that Macaca Tempe Chips MSMEs can provide in the form of adding flavor variants to tempeh chip products and innovations in creating other tempe-based preparations such as tempeh nuggets or tempeh broth. The advantages of a business will be seen or will have many enthusiasts if the innovation of the product is more creative (Elwisam & Lestari, 2019).

Channels

To date, the marketing of Macaca Tempe Chips has only been carried out offline by supplying products to various retailers, gift shops, resellers, and direct sales. W-O strategy analysis can be considered in HR training in terms of expertise in the field of information technology. This is done to help market products online so that the marketing reach can exceed and increase. Widiastuti and Santoso (2022) also mentioned that online marketing development is needed to increase competitiveness.

Key Resources

Macaca tempe chip MSMEs have advantages in terms of production sites, adequate equipment, and the quality of the materials used, but not with their

human resources. The lack of human resources who master the production of tempeh chips, such as frying tempeh chips, makes the production process unable to run effectively. This can affect the time and amount of production. According to the results of the W-O strategy, additional human resources are required to support the business processes. The addition of human resource experts in the production of tempeh chips will make the production process more effective in terms of time and production results according to predetermined standards. In addition, the addition of human resources in the field of information technology can assist the marketing process through various social media platforms and sales through online marketplaces to reach a broader market.

Key Activities

Key activities in Macaca Chips MSMEs have increased promotional activities, which is related to the results of the W-O strategy of optimizing marketing channels to expand the market by utilizing technological developments and information to increase product sales. Gumilang (2019) states that digital marketing is an effective and efficient promotional medium that can significantly increase sales volumes.

Cost Structure

Based on the results of the SWOT strategy, Macaca Tempe Chips MSMEs require marketing channels, purchasing tools, and training in human resources to increase the effectiveness of the production process and business income. In the W-O strategy, the addition of marketing channels that utilize both technology and HR training needs to consider the costs incurred, so that the business process will grow. In addition, the W-T strategy for purchasing production equipment requires consideration of purchase and maintenance costs. However, the effectiveness of the time and production amount of the tempeh cutting machine can be a favorable consideration when purchasing new equipment.

Business Model Canvas Validation (BMC_v)

Based on the research results, the last stage was the validation of the business model canvas strategy by the owner of the Macaca Tempe Chips MSME. This stage is carried out by evaluating and validating the strategy results given to business owners based on the

circumstances and business needs. The results of the validation of the Macaca Tempe Chip MSME business model are shown in Figure 4.

Based on the validation conducted, the changes made are in the following elements:

Channels

In addition to marketing their products B2B by supplying products to retail, souvenir shops, resellers, and online marketplaces, Macaca Tempe Crisps MSMEs have supplied their products to several hotels in Jakarta for sale in souvenir shops provided by hotels. However, product sales at the hotel gift shop are required to obtain higher results. This means that the business owners of Macaca Tempe Crisps MSMEs still need to have the desire to market their products to many hotels.

Key Partners

UMKM Keripik Tempe Macaca supplied products to several hotels in Jakarta for sale at souvenir shops provided by the hotel. The regular delivery of products and being a regular supplier of products make the business partner relationship between the Macaca Tempe Chips MSME and the hotel well established.

Managerial Implications

Managerial implications can be recommended by the 4P marketing mix approach, namely product, place, promotion, and price. Product development from the results of the analysis that UMKM Macaca Tempe Chips must focus on adding flavors. To meet consumer desires regarding flavor variations, owners must innovate by adding flavor variants such as balado, cheese, pizza, roasted corn, and roast beef produced by Keripik Tempe Malang 99. Innovation in spicy orange leaf flavors can attract consumers who prefer spicy flavor variants. Adding flavor variants can add value to a product, invite new interests, and increase opportunities for market penetration.

<p>Key Partners</p> <ul style="list-style-type: none"> - Market traders - Packaging printing - Industry and Trade Office of South Tangerang City - Retail - Gift shop - Resellers - Hotel 	<p>Key Activities</p> <ul style="list-style-type: none"> - Production - Distribution - Product sales - Promotion <p>Key Resources</p> <ul style="list-style-type: none"> - Production site - Tools - Ingredients - Human resources 	<p>Value Proposition</p> <ul style="list-style-type: none"> - Healthy and HALAL snacks (have HAKI and PIRT) - Product innovation - Product quality improvement 	<p>Customer Relationship</p> <ul style="list-style-type: none"> - Sampling and receiving feedback <p>Channels</p> <ul style="list-style-type: none"> - B2B (Retail, gift shop, reseller) - B2C (Bazaar) - B2C (Online marketplace) - B2B (Hotel) 	<p>Customer Segment</p> <ul style="list-style-type: none"> - People who like tempeh - People who like to eat snacks - Consumers outside South Tangerang City and DKI Jakarta
<p>Cost Structure</p> <ul style="list-style-type: none"> - Fixed Cost: Utilities, Employee salary - Variable Cost: Raw material purchase, Raw material, Packaging, Transportation, Promotion costs, Purchase of tools, Human resource training 		<p>Revenue Stream</p> <ul style="list-style-type: none"> - Sales of Macaca tempeh chips 		

Figure 4. BMC₂ Keripik Tempe Macaca

Aspects of place by increasing cooperation in distribution channels. This can optimize other business processes and reach new partners, such as grocery stores, minimarkets, or even cooperation with large distributors. Macaca Tempe Chip MSMEs can set up shops around the production site to make it easier for consumers to obtain products directly. In addition, in terms of promotion, Macaca Tempe Chips MSMEs need to adapt to digital trends, such as providing online promotions through social media (Instagram and TikTok), official websites, or even special applications. These efforts create broader awareness, interact with customers, increase engagement, and expand the market reach. Finally, in terms of price, Macaca Tempeh Chips MSMEs must continuously monitor market prices and adapt, if necessary. Additionally, paying close attention to price trends and recognizing consumer sensitivity to price changes can help to maintain product competitiveness.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The business process of Macaca Tempe Chips comprises three main stages: production, packaging, and distribution. Improvements must be made to this business process, especially regarding distribution effectiveness, in collaboration with expeditious services. The business model designs of Macaca Tempe Chips SMEs are: 1) market segmentation of tempe and snack lovers; 2) value offered by healthy and halal snacks; 3) channels in the form of B2B and B2C; 4) relationships with consumers, namely, distributing product samples and receiving feedback; 5) business income obtained from product sales; 6) resources owned, namely production sites, tools, materials, and human resources; 7) activities in the business, including production, distribution, and sales; 8) business partners owned; and 9) cost structure for running a business, namely, fixed costs and variable costs.

Furthermore, the results of the SWOT analysis and business model improvements needed are as follows: 1) expansion of market segmentation, 2) innovation and improvement of product quality, 3) marketing through online marketplaces, 4) adding promotional activities, and 5) purchasing tools and HR training. The Macaca Tempeh Chips MSME Business Model that business owners and Disperindag have validated

as business coaches only includes the addition of hotels as partners who have marketed products in the South Tangerang and DKI Jakarta areas. Improvements that business owners need to make include 1) adding flavor variants, 2) new partners and opening stores, 3) using Instagram and TikTok as promotional media, and 4) paying close attention to market price trends.

Recommendations

Suggestions for further research require an evaluation of the BMC development test and the managerial implications that Macaca Tempe Chips MSMEs apply to measure the level of success in efforts to increase competitiveness. Further analysis was conducted to conduct a process hierarchy analysis to determine the priorities of strategies in business model development.

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