

## IMPLEMENTATION OF BUSINESS MODEL CANVAS TO SWEET POTATO PROCESSED MSMES AS AN INCREASING IMPROVEMENT OF KEDAI CEMAL-CEMIL22 MSME COMPETITIVENESS IN JEMBER REGENCY

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### Abstract

Kedai Cemal-Cemil22 is an innovative MSME in Jember Regency selling "Japanese Sweet Potato Creme Brulee." This study uses the Business Model Canvas (BMC) approach to enhance its better competitiveness. Customer segments include students and housewives who love sweets. The value proposition this MSME has obtained NIB and halal certification, japanese sweet potato creme brulee highlights a perfect sweet and savory taste, crispy exterior with a soft interior, abundant toppings, and quality ingredients without preservatives. The main distribution channel is the WA digital platform. Customer relationships are maintained through fast service, holiday discounts, and multiple payment methods. Revenue streams come japanese sweet potato crème brulee products. Key resources include raw materials, employees, and production equipment. Key activities focus on production and marketing. Key partners are sweet potato farmers, banana suppliers, grocery, halal certification bodies, local transport, and influencers. The cost structure includes raw material purchases, promotions, utilities, venue rental, and salaries.

**Keywords :** *Business Model Canvas, Japanese Sweet Potato Creme Brulee, Halal Certification, MSMES, Sweet Potato*

### INTRODUCTION

Sweet potato (*Ipomoea batatas* L.) is an agricultural commodity that has great potential as food and industrial raw materials. According to BPS (2021) sweet potato production in Jember Regency in 2020 reached 2,453 tons. One of the leading commodities is sweet potato which can be processed into various products such as flour, chips, and ready meals (Wahyudi & Damayanti, 2023). The high nutritional content in sweet potatoes such as fiber, vitamins, and minerals, sweet potatoes have great potential to be developed as raw materials for processed food products that are healthy and also have added value (Yulia, 2022). Sweet potato preparations also have great potential because market demand for healthy and halal food products continues to increase (Kamila, 2021). The development of halal-certified sweet potato-based food MSMEs

can be an important strategy to increase the competitiveness and contribution of MSMEs to the regional economy.

Kedai Cemal-Cemil22 is one of the MSMEs that has processed sweet potato products and has great potential to be developed. Given its very strategic location, namely in the student area. The location of Kedai Cemal-Cemil22 is located on Jl. Mastrip, Kec.Sumbersari, Jember Regency directly across the road from Town Square Jember. Kedai Cemal-Cemil22 is a fairly innovative UMKM because the products sold are contemporary food and affordable prices that are definitely in demand by students. The products sold by Kedai Cemal-Cemil22 are generally foods that are currently viral. One of its superior products and currently viral is processed sweet potatoes in the form of “Japanese Ubi Creme Brulee” which is available in original and mentai variants. In addition, Kedai Cemal-Cemil22 already has a business license (NIB) and even all of its products are halal certified. Sweet potato preparations themselves have great potential to be developed as superior products of halal MSMEs. This is supported by the fact that Jember Regency has great potential in agriculture and plantations.

On the other hand, this is supported by the fact that the Micro, Small and Medium Enterprises (MSMEs) sector in Kabupaten Jember has been growing rapidly in recent years. Based on data from BPS Jember Regency, in 2022 there were 46,452 MSMEs spread across various sectors, including the food, craft, and service sectors (BPS Provinsi Jawa Timur, 2024). Meanwhile, the latest data on MSMEs in Jember in 2024 reached more than 60,000 MSMEs, this is based on data on the official Instagram social media of the Jember Regency Government. Therefore, every MSME needs to have value to maintain its business in this tight market competition.

The Business Model Canvas (BMC) is a strategic tool that can be used to simplify and visually depict a business model on a single page. Introduced by Alexander Osterwalder, the BMC includes nine essential elements (Fritscher & Pigneur, 2014). This tool can help Kedai Cemal-Cemil22 to clearly understand, analyze, and communicate their business model, promote team collaboration, and identify opportunities and weaknesses. BMC is very useful in strategic planning and business innovation. The use of BMC can help Kedai Cemal-Cemil22 understand and optimize key elements of their business (Mustaniroh et al., 2020). By analyzing customer segments, Kedai Cemal-Cemil22 MSMEs can focus more on identifying potential target markets, such as local, national, or even export markets. An appropriate value proposition, for example, could be a sweet potato-based food product that is healthy, innovative and in line with modern consumption trends. In addition, optimizing distribution channels and strategic partnerships with local suppliers or large distributors can improve supply chain efficiency, lower operational costs, and expand market reach (Hayati & Ramli, 2024).

Research by Rimadias et al (2024) shows that the application of BMC not only improves entrepreneurs' understanding of their business but also helps in creating more targeted strategies to improve competitiveness in local and global markets. In addition,

Ghifari Nurrohman & Suprapti (2023) also explained that the application of BMC helps MSMEs in identifying weaknesses and customer segments, as well as utilizing strengths in partnerships and value propositions from MSMEs. The application of Business Model Canvas (BMC) allows Kedai Cemal-Cemil22 MSMEs to find new opportunities to increase revenue, reduce costs, and expand market reach (Dewi et al., 2022). MSMEs can adjust business strategies according to market changes and customer needs. In addition, BMC helps Kedai Cemal-Cemil22 identify and overcome challenges and obstacles in their operations. Thus, the implementation of BMC not only optimizes the business operations of Kedai Cemal-Cemil22 MSMEs but also maintains their relevance and competitiveness in the changing market. The use of BMC in sweet potato-based food MSMEs in Jember Regency is expected to help improve operational efficiency, product innovation, and strengthen relationships with consumers. Thus, the purpose of this study is to describe the business model of Kedai Cemal-Cemil22 so that this business can improve its competitiveness and business performance in the face of increasingly fierce market competition using the Business Model Canvas (BMC) approach. Through this approach, it is hoped that MSMEs can take advantage of the opportunities that exist and overcome the challenges faced in this food business.

## LITERATURE REVIEW

A business model is an interdependent system of activities between the focal enterprise and partners such as suppliers, customers, and vendors, aimed at achieving a common goal. These activities involve human, physical and capital resources to create value for all stakeholders, not just the company. Business model innovation is important because it affects financial performance and opens up opportunities for entrepreneurs as well as managers. Business models focus on how value is created and acquired through the interaction of activities across company boundaries (Amit & Zott, 2020).

One of the business models that can be used by a business is the Business Model Canvas. Business Model Canvas (BMC) is a strategic tool used to visually describe, analyze, and design business models (Kuswardhani et al., 2020). This concept was first introduced by Alexander Osterwalder and Yves Pigneur in their book “Business Model Generation” in 2010 (Osterwalder, 2010). BMC consist of nine interrelated blocks, each of which describes an important element of business model. The 9 elements are customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure.

BMC makes it easier fr entrepreneurs to plan and make decisions, and provides a simple framework for visualizing business idea. By using BMC, entrepreneurs can quickly assess the strengths and weaknesses of their business model, and design alternative strategies to improve performance (Hidayah et al., 2023). The following is an explanation of the 9 BMC elements according to Sardanto et al (2022) :

1. Customer Segments

This element identifies the group of customers to be served by the business. Segmentation can be done based on demographics, behavior, or specific customer needs. Understanding customer segments is key to offering the right product or service.

2. Value Propositions

A value proposition describes the unique value or benefits that a company offers to its customers. It answers the question of why customers choose the company's products or services over competitors, focusing on how the product fulfills a need or solves a customer problem.

3. Channels

Channels refer to how a company interacts with customers and delivers its value proposition. It includes all distribution and communication methods, such as physical stores, e-commerce platforms, or social media, used to reach customers.

4. Customers Relationships

This element describes the type of relationship a company develops with its customers, be it personalized, automated, or community-based. The goal is to maintain loyalty and increase customer interaction, ultimately strengthening the business relationship.

5. Revenue Streams

Revenue streams are how the company makes money from each customer segment. It can come from direct sales, subscription models, license fees, or various other revenue models, depending on the business strategy.

6. Key Resources

Key resources include the essential assets needed to run and support the business model. These can be physical (such as factories), intellectual (such as patents), human (experts), or financial (capital) resources.

7. Key Activities

Key activities include activities required for the business model to function, such as production, marketing, sales, or research and development. These activities are crucial for creating and delivering the value proposition.

8. Key Partner

Key partnerships are strategic alliances with external parties that assist the company in achieving its goals. Partnerships can include suppliers, distribution partners, or collaboration with other parties to improve operational efficiency.

9. Cost Structure

The cost structure involves all costs associated with operating the business. model. This includes fixed (employee salaries) and variable (production costs) costs, as well as costs related to key resources and key activities.

The use of BMC is not only used by large companies, but MSMEs can also use it as a tool to increase their competitiveness (Ahmad Kholik & Dewi Rahmi, 2023).

MSMEs are part of the business sector that plays an important role in the people's economy and has strategic potential to form a national economic structure based on economic democracy. The community realizes that the current living conditions are not ideal, so there is an urge to take action to achieve better conditions. MSME development is carried out by the government, the business world, and the community by providing guidance and support to strengthen small businesses so that they can develop into independent and resilient businesses (Maulidah & Oktafia, 2020). MSMEs in the culinary sector are very popular among entrepreneurs because they allow businesses with relatively low capital (Ahmad Kholik & Dewi Rahmi, 2023). One of the interesting MSMEs is the sweet potato processed product MSME. This is because sweet potato (*Ipomoea batatas* L.) is a carbohydrate-rich alternative food source that combines the advantages of cereals (high starch), fruits (vitamins and pectin), and vegetables (vitamins and minerals). Sweet potatoes contain various micronutrients such as manganese, copper, potassium, iron, vitamin B complex, vitamin C, vitamin E, and provitamin A (especially in yellow and orange varieties). Apart from being frequently consumed in the form of snacks, sweet potatoes can be an alternative carbohydrate to rice due to their high economic value and health benefits. Sweet potatoes can also grow in a variety of soil types, making them a strategic choice for food diversification in various regions (Aisy et al., 2023).

Based on this, MSMEs need to increase competitiveness to offer better products or services than their competitors, as well as to maintain market share in conditions of intense competition (Arwildayanto & Sukung, 2020). In the context of MSMEs, the application of competitiveness theory involves strategies such as improving product quality, operational efficiency, and utilization of technology and innovation (Kurdi & Firmansyah, 2020). While in a broader context, BMC serves not only as an evaluation tool but also as a guide for designing new, more effective strategies. Research shows that a deep understanding of the elements in the BMC can help companies determine strategic direction and identify competitive advantages (Aliwinoto et al., 2022).

In research Akbar et al (2023) coconut agribusiness development involves five main subsystems: input, on-farm, post-harvest, marketing, and maintenance. Based on Business Model Canvas (BMC) analysis, the main strategies implemented include production with a focus on product quality, marketing through offline and online channels, and financial management to improve efficiency and competitiveness (Arisandi et al., 2024). Other research shows that some elements in the business model that need to be improved include Value Proposition, Channels, Key Activities, Key Resources, Key Partners, and Revenue Streams. Improvement efforts include the development of new products, utilization of wider sales channels, and cooperation with financial institutions (Akbar et al., 2023). In contrast to previous research where UPB Tanete Tani Jaya focused on improving customer segments selling certified seeds to farmers and farm shops in Pinrang Regency. In addition, UPB Tanete Tani Jaya's value proposition is

product quality and timeliness of distribution, with sales channels through direct communication and local partnerships (Summase et al., 2022).

In line with research Summase et al (2022) where PT Candi Baru Sugar Factory also focuses on customer segments by expanding the customer segment to the food, beverage, and paper industries, which has an impact on changes in BMC components such as Key Partners and cost structure (Syahfitri et al., 2022). Sweet Banana also showed that they need to expand their customer segments and improve their value proposition with packaging innovations as well as utilizing social media and souvenir centers (Hidayah et al., 2023). If the previous research did not have any problems related to customer relationships, the research of Setiyadi et al (2024) showed that HNJ Tofu Factory needs optimization in its customer relationships and marketing activities. According to Siahaan et al (2024) key partners are the most important thing to consider so that in his research KUD Sumber Makmur utilizes Key Partners such as PT Asian Agri and focuses on FFB quality and effective communication with offtakers. The cooperative's business model also involves important elements such as savings and loan units and FFB transportation, with production and operational costs as part of the cost structure (Siahaan et al., 2024).

Revenue streams at CV BAT include diversifying products, including seed potatoes, leaf vegetables, and strawberry seedlings, and offering training services to maintain cash flow stability (Putra et al., 2024). On the other hand, Cimol AA experienced weaknesses in channels, which resulted in limited market reach, so Cimol AA was advised to increase marketing through social media to expand its segment (Sepriyadi et al., 2023). Overall, previous studies from these scholars reveal that, although business models in different sectors show different strengths and weaknesses, improvements in BMC elements including production, marketing, finance, and customer relationship strategies are key to improving the competitiveness and efficiency of a business. A holistic and integrated approach to these elements will support more effective and sustainable business development.

## RESEARCH METHODS

This research was conducted at the UMKM Kedai Cemal-Cemil22. This UMKM is located on Jl. Mastrip, Kec.Sumbersari, Jember Regency directly across the road from Town Square Jember. This research location was chosen *purposively* because Kedai Cemal-Cemil22 is an MSME that sells contemporary food products in the form of processed sweet potatoes (Japanese Crème Ubi Brulee) which are viral on social media. In addition, it is also supported that Jember Regency has the potential to develop sweet potatoes. This is evident from BPS Jember data where sweet potato production in 2020 reached 2,453 tons with Panti District as the largest producing area in Jember Regency (BPS, 2021). Jember Regency also occupies the 4th potential position in the development

of MSMEs in East Java with a total of 46,452 MSMEs in 2022 (BPS Provinsi Jawa Timur, 2024). In 2023 the number of MSMEs in Jember Regency touched 647 thousand. This was released directly on the official Instagram of pemkabjember. This research started from August to December 2024. On the other hand, Kedai Cemal-Cemil22 is an MSME that has products from processed sweet potatoes and is innovative because it sells contemporary food. This MSME also has a business license as well as halal certification for each of its products.

The type of research used in this research is descriptive qualitative research, where researchers attempt to collect data, critically analyze and conclude based on the facts in the object of research. Type of data used in this research is primary data obtained from business profile data, internal conditions and external conditions that exist in MSMEs. In addition to primary data, this research also uses secondary data obtained from BPS data, previous research and related literature sources. The data collection techniques used are observation, direct survey, distribution of questionnaires, interviews, documentation and literature studies. The selection of respondents or samples was determined using *purposive sampling* method. *Purposive sampling* is a non-probability sampling technique in which the researcher only selects those people as subjects who meet the research objectives based on the researcher's beliefs with predetermined criteria, namely knowing and having complete information about the UMKM Kedai Cemal-Cemil22 and the information can be trusted (Lenaini, 2021). Respondents chosen to be sources are the owner of Kedai Cemal-Cemil22 and Kedai Cemal-Cemil22 employees.

The data analysis technique used in the research is the Business Model Canvas approach. Data analysis using the Business Model Canvas involves several important stages. First, data is collected from various sources to provide a comprehensive overview. Then, a data filtering process is carried out to simplify information that is relevant and in accordance with the research objectives. After that, the data is grouped according to certain criteria. The nine elements of the Business Model Canvas are organized systematically to ensure interconnectedness and support for each other (Fauziyah et al., 2024). The nine elements in the Business Model Canvas cover four important aspects of business, namely finance, infrastructure, marketing, and customers, which can be explained as follows (Yudha et al., 2023):

1. Customer Segments are groups of customers that the company targets to offer its products or services.
2. Value Propositions show the unique value offered by the company to its customers, which makes the business different from competitors.

3. Channels are the way a company communicates and delivers its product offerings to targeted customers.
4. Customer Relationships which describes the type of relationship built between the company and certain customer groups.
5. Revenue Streams, illustrates how the company generates revenue from its business activities.
6. Key Resources are all the key assets a company needs to create and deliver products or services.
7. Key Activities are the core processes, tasks, and activities that a company performs to achieve its business objectives.
8. Key Partnerships are partners who work with the company to run and develop business operations.
9. Cost Structure, describes the costs that arise from all business activities carried out by the company.

**Table 1**

**Business Model Canvas (BMC)**

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure		Revenue Streams		

(Source : (Dobrowolski & Sulkowski, 2021)

As such, the Business Model Canvas becomes a comprehensive tool for analyzing data and designing effective business models. The logical sequence of its elements enables companies to identify business opportunities, optimize resources, and improve overall performance.

**RESULTS AND DISCUSSION**

Kedai Cemal-Cemil22 MSME was founded by Taufik Hidayat in 2021 in the form of a contemporary food business. Currently, Kedai Cemal-Cemil22 has 2 employees. This MSME operates every day at 13.00 - 22.00. Kedai Cemal-Cemil22 can reach IDR



8,000,000 in a month. Production activities starting from procuring raw materials to making products are carried out by the owner of Kedai Cemal-Cemil22. Employees are only in charge of marketing, sometimes the owner also takes part in marketing/sales activities directly. Kedai Cemal-Cemil22 products are favored by students because the products sold are contemporary and affordable food among students. In addition, Kedai Cemal-Cemil22 already has a business license (NIB) and even all of its products are halal certified.

The flagship product is the "Japanese Sweet Potato Creme Brulee" which comes in original and mentai variants. The sweet variant features cilembu sweet potato filled with soft and creamy creme brulee, topped with a layer of crunchy caramel. In addition, the sweet variant also has additional toppings that can be chosen at will. The sweet taste and soft texture make it a favorite choice for snack/dessert lovers. Meanwhile, the mentai variant gives a savory touch with the addition of mentai sauce on top of the yam, creating an interesting blend of sweet and salty flavors. Served in a whole yam container, both variants are not only a treat for the palate but also visually stunning, making them a popular dessert for many. Kedai Cemal-Cemil22 always makes new innovations, starting from adding new products and adding several product variants. This MSME is still a side business.

The model canvas concept consists of 9 main elements. Based on the results of the research, it was found that the business operational patterns carried out by Kedai Cemal-Cemil MSMEs22 are outlined in the business model canvas in Table 2.

**Table 2**

**Business Model Canvas Kedai Cemal-Cemil22**

<b>Key Partners</b>	<b>Key Activities</b>	<b>Value Propositions</b>	<b>Customer Relationships</b>	<b>Customer Segments</b>
Sweet potato farmers in Panti sub-district	Producing sweet potato crème brulee and various banana preparations	Business has NIB and halal certificate	Fast and friendly service to customers	Student
Banana collectors at Tanjung market	Marketing Japanese sweet potato crème brulee	Just the right amount of sweetness when mixed with the	Good communication with customers and partners	Housewife



<p>Ingredient/cake shop in Tanjung market</p> <p>BangJek (Abang Ojek) Jember</p> <p>Halal LSP (Mashalalfalah)</p> <p>Influencer Jember</p>	<p>and banana preparations</p>	<p>sweetness of yam</p> <p>Savory flavor in the mentai variant</p> <p>The outside (caramel) is hard while the texture of the yam is soft</p> <p>Abundant toppings Fresh and quality raw materials</p> <p>Does not contain preservatives</p>	<p>Receive criticism and suggestions at the shop directly</p> <p>There are certain discounts on big days (Kedai Cemal-Cemil anniversary, independence day)</p> <p>Payment can be cash and e-money</p>	
	<p><b>Key Resources</b></p> <p>Honey yam raw materials</p> <p>Additional raw materials: seasonings, various toppings, sugar, milk, margarine, cheese, etc.</p> <p>Tools for production such as oven,</p>	<p>Diverse products, many flavors and innovative</p>	<p><b>Channels</b></p> <p>Direct marketing at the shop</p> <p>Digital platforms (Instagram, WA)</p>	

	stove, blow torch  Handphone  2 employees  Private finance/capita 1			
<b>Cost Structure</b>  Production inputs  Promotion  Employee salary  Electricity and gas costs  Rent a space		<b>Revenue Streams</b>  Sales of creme brulee yam and banana preparations		

(Source : (Dobrowolski & Sulkowski, 2021)

Based on Table 2, the 9 main elements in the business model canvas of Kedai Cemal-Cemil UMKM22 are described as follows:

### 1. Customer Segment

The customer segment of the UMKM Kedai Cemal-Cemil22 is students and housewives, especially sweet food lovers. This is because the majority of products are in the form of contemporary sweets that are in line with the current Veronica & Ilmi (2020) and Cahyaningrum et al (2023) which explains that students and housewives like contemporary food and beverage products as snacks.

### 2. Value Proposition

Value proposition is the selling point of a product or service that makes consumers choose our company over competitors. Before determining other aspects, value proposition is very important to understand so that our business offers what consumers really need and ensures that our company provides solutions



to the problems they face (Sri Wahyuni, 2021). The value proposition of Kedai Cemal-Cemil22 is that it has NIB and halal certification for each of its products so that this will increase consumer confidence in purchasing products. This is in line with Alfaini & Suprapti (2023) where the existence of a halal label and NIB positively and significantly influences consumer purchasing decisions for halal-labeled food products. According to (Destiarni & Qomariyah, 2023) MSME players realize the importance of halal certification and have the desire to have it. In addition, the value propositions located in Japanese Crème Ubi Brulee have a savory taste in the mentai variant and the right sweetness in the original, cheese, oreo and milo variants as well as a crispy outer texture while the sweet potato inside is very soft.

Ubi crème brulee has various flavors including: original, cheese, oreo, milo and mentai. These flavors give consumers a choice of flavors according to their own preferences. Sweet potato crème brulee has 2 different sizes, namely small and medium where small is priced at IDR 8,000 while medium is priced at IDR 13,000. The raw materials used are directly from yam farmers in the area Panti District so that it is still fresh and of course quality. In addition, crème brulee yam does not use preservatives in its production so this product can only last 2 days at room temperature. Although, Kedai Cemal-Cemil22 already has NIB and halal certification for each of its products, the packaging used in its products is still simple, only using sterefoam.

### 3. Channels

Channels are communication, distribution, and sales channels that mediate between companies and customers to deliver value propositions to targeted customer segments (Manalu et al., 2022). Marketing of crème brulee yam at Kedai Cemal-Cemil22 is carried out offline and online. Offline marketing is carried out in a direct shop, which is located on Mastrup road, Sumbersari Sub-district, Jember Regency directly across the road from Town Square Jember. One of the reasons why Kedai Cemal-Cemil22 MSMEs do offline marketing is because it is easy to do and can reach buyers directly despite its limited location. This is supported by Indra Santoso & Fatchurrohman, (2022) which reveals that offline marketing is able to make a good contribution to product sales as long as a strategic sales location is available.

Online marketing using WhatsApp, Instagram and Facebook platforms. Online marketing is carried out as an effort to expand the reach of the intended market. Ana et al (2021) revealed that online marketing is able to reach a larger community and provide convenience in ordering because it is not limited by place and time. The purpose of the UMKM Kedai Cemal-Cemil22 using a digital platform is to

expand the market share so that crème brulee yam products can be recognized by the public.

#### **4. Customer Relationship**

Efforts to build relationships with their customers and efforts to get new customers are the definition of customer relationships (Mandamdari & Widjojoko, 2022). One of the ways Kedai Cemal-Cemil22 MSMEs maintain relationships with customers is to serve customers quickly and friendly, open themselves to receiving criticism and suggestions about their products. This UMKM also sometimes gives discounts on big days to its customers. In addition to maintaining relationships with customers, Kedai Cemal-Cemil22 also maintains good relationships with its partners, for example, always regularly buying sweet potatoes from farmers in Panti and continuing to cooperate with BangJek (local motorcycle taxis in Jember). Convenience in product purchase transactions is also provided by UMKM Kedai Cemal-Cemil22 through cash and non-cash payments through digital wallets. Non-cash payments through this e-money are one of the choices of customers because they are considered more practical and can be done at any time. Wahid et al (2023) revealed that the use of digital wallets can increase customer effectiveness in carrying out transaction activities.

#### **5. Revenue Stream**

The ultimate goal of every business is to make a profit through the sale of the products it produces. On the business model canvas, the activities carried out by a business to market its products with the ultimate goal of making a profit are included in the revenue stream element (Pollard et al., 2023). Revenue streams include all inflows of funds received by a business from the sale of its products. The main revenue of the UMKM Kedai Cemal-Cemil22 comes from the sale of crème brulee sweet potatoes.

This MSME sells several products, but its flagship product is crème brulee yam. However, the results from the sale of crème brulee sweet potatoes are less stable because it is highly dependent on productive days and weather. Efforts made by Kedai Cemal-Cemil UMKM22 to maintain the stability of their income are to produce several products from bananas as additional income. Similar to the findings of Sukaesih & Miswan (2022) who revealed that traders can increase their income and profits by producing several products that can be offered to consumers.

#### **6. Key Resources**

A business can run well if it is supported by appropriate resources. These resources are needed to provide added value to customers and are assets for a

business. In the business model canvas, these resources are known as key resources (Pizzi et al., 2021). In this element, various kinds of resources or assets owned by Kedai Cemal-Cemil22 MSMEs are described in running their business. Sweet potatoes and kepok bananas are the main raw materials in making crème brulee sweet potatoes and various processed bananas. The sweet potato raw material is obtained from farmers around Panti Village, Panti District, Jember Regency, while kepok bananas are obtained from banana collectors in Tanjung Market.

Additional ingredients needed are flour, seasonings, various toppings and so on to complement crème brulee yam products and various banana preparations. These additional ingredients are obtained from one of the suppliers of food ingredients / cake shops in Tanjung Market which has become a subscription of Kedai Cemal-Cemil UMKM22. In addition, resources that are no less important are human resources as trained labor to process raw materials and additional ingredients into crème brulee yam products and various processed bananas. Habriyanto et al (2021) stated that trained labor can affect business productivity so that it can encourage an increase in the income of a business. Another asset owned by this MSME is a cellphone that is used in marketing products through digital platforms.

## 7. Key Activities

Key activities are defined as the main activities or activities carried out by human resources in running a business or business (Pizzi et al., 2021). The main activity carried out by Kedai Cemal-Cemil22 is producing crème brulee sweet potatoes and various processed bananas. This activity begins with the purchase of the main raw material, namely sweet potatoes from farmers in Panti Village, Panti District, Jember Regency. Banana raw materials are obtained from collectors in Tanjung Market. Then proceed with the semi-finished production process. Before crème brulee sweet potatoes and various processed bananas are marketed, these products have been prepared in advance or semi-finished products so that when in the shop, employees only need to heat sweet potatoes, caramel and fla then provide toppings on crème brulee sweet potato products. Whereas in various processed banana products, employees only need to do the frying process and provide toppings. In the promotion process through social media, everything is done by the owner of Kedai Cemal-Cemil22. Employees do offline marketing at Kedai Cemal-Cemil22.

## 8. Key Partners

Key partners are collaborative partners of a business or business that aim to optimize operational processes and reduce risk (Pizzi et al., 2021). Kedai Cemal-Cemil22 has six partners who have been instrumental in maintaining the sustainability of this business. The six partners include sweet potato farmers in

Panti, banana collectors in Tanjung Market, food/cake shops in Tanjung and BangJek markets (local motorcycle taxis in Jember Regency), halal providers and influencers. Each partner has its own role. The existence of partners for a business is important because it can facilitate business operations and increase revenue. Arifudin et al (2020) stated that if a business can build more partners, then this can improve the welfare of society in general.

## 9. Cost Structures

All costs or expenses required to run the operations of a business are known as cost structures (Dinda et al., 2024). Routine costs incurred by UMKM Kedai Cemal-Cemil22 are production costs for the purchase of raw materials and additional materials and the purchase of packaging. UMKM Kedai Cemal-Cemil22 also incurs costs for promotion through influencers. These MSMEs also incur costs for electricity, gas, and salaries for their employees. In addition, Kedai Cemal-Cemil22 still pays rent for its shop.

## CONCLUSION

Kedai Cemal-Cemil22 shows that this business has strong market potential through its main product "*Japanese Ubi Creme Brulee*" which is popular with students. The application of the *Business Model Canvas* (BMC) approach has been optimized in the nine main elements in the business model which is to increase competitiveness. The existence of a business license and halal certification are the value propositions of this MSME so as to strengthen consumer confidence and become an added value in building business credibility in the midst of market competition. Kedai Cemal-Cemil22 establishes strategic collaborations with partners, including local farmers and suppliers, and utilizes offline and online marketing to expand market reach. Despite its side business status, Kedai Cemal-Cemil22 focuses on product innovation tailored to consumer preferences. Suggestions for further research are to evaluate the 9 BMC elements of Kedai Cemal-Cemil22 where in the channel section, business actors need to expand marketing to other digital platforms (shopeefood, gofood, etc.).

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