



## **DEVELOPMENT OF LAYER FARMS THROUGH BMC AND BOS TO ACHIEVE SUSTAINABILITY**

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### **INFO ARTICLE**

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*Sustainability Business,  
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(BMC), Laying hen Farming*

### **Abstract**

*This research explores the intersection of business sustainability and strategic management by examining the role of Blue Ocean Strategy (BOS) and Business Model Canvas (BMC) in the success of sustainable business practices in a chicken farm (two daughter farm). The purpose of this research is to understand how these two strategic tools contribute to the sustainability of the farm, and to analyze their implementation and impact on the farm. The research used a qualitative approach, with case studies and in-depth interviews to better understand real-world practices. The results show that blue ocean strategy (BOS) and business model canvas (BMC), when effectively integrated, can provide innovative solutions for sustainable business models, focusing on profitability, differentiation and value creation. This research confirms the importance of aligning strategic decisions with sustainability goals, providing practical implications for businesses looking to grow in an environmentally and socially responsible way.*

*This study explores the intersection between business sustainability and strategic management by examining the role of Blue Ocean Strategy (BOS) and Business Model Canvas (BMC) in the success of sustainable business practices in chicken farming (two putri farms). The aim of this study is to understand how these two strategic tools contribute to livestock sustainability, and to analyze their implementation and impact on animal husbandry. The research used a qualitative approach, with case studies and in-depth interviews to better understand real-world practices. The results show that blue ocean strategy (BOS) and business model canvas (BMC), if effectively integrated, can provide innovative solutions for sustainable business models, focusing on profitability, differentiation, and value creation. The research confirms the importance of aligning strategic decisions with sustainability goals, providing practical implications for businesses that want to grow in an environmentally responsible way and social.*

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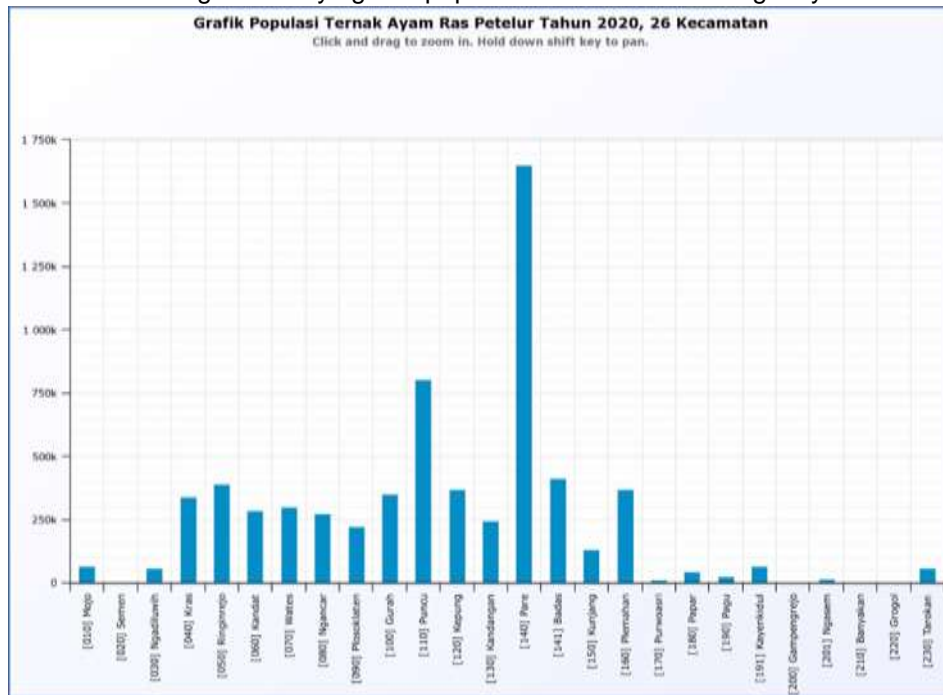
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## Introduction

Laying hen farming is an agribusiness venture that aims to produce consumable eggs (Kurniawan et al, 2013). Inside the farm, chickens are kept specifically to produce eggs of high quality. Factors such as nutrition, good environment, efficient management, and the application of modern technologies are the keys to success in improving chicken production and welfare. In Indonesia, one of the chickens of this breed is the backbone of the egg industry. These chickens usually come from strains that have been optimized for high egg production. Indonesian laying hens have favorable properties for commercial purposes. They were developed with efficiency in feed to egg conversion in mind, making them an important choice in supporting food security and livestock economy in Indonesia. In addition, factors such as feed efficiency, adaptation to the local climate, and disease resistance are also taken into consideration in the selection of laying hens in Indonesia. Here is the data Statistics of laying hens in Kediri Regency

Figure 1. Laying hen population data in Kediri Regency



Source : Central Bureau of Statistics Kediri district (2020)

Figure 1. Shows based on the data above, as many as 26 districts in Kediri have a large population of laying hens. The largest population of laying hens in Kediri in the bitter melon area is 1. 650. 950 population of laying hens. Then in the second most position in Puncu sub-district sebanyak 804 102. From the data, it can be concluded that there is a lot of laying hen farming in Kediri. However, there are several sub-districts in Kediri that have a small population of laying hens, one of which is in the Ngasem area as many as 15 521. Therefore, every farm needs to formulate a business development strategy to maintain its existence. Dua Putri Farm, a laying hen farm, focuses on the health and care of chickens to increase egg production. Although it currently only caters to the demands of consumers all around, challenges such as lack of team and business partners, as well as lack of

effectiveness in promotional and marketing strategies, lead to a lack of success of their brand in society. The limited number of consumers, with only 2,580 consumers and 760 consumers making repeat purchases, shows the need for improvements in their business approach. With increasingly intense competition due to rapid technological changes and drastic shifts in all aspects of human life, every organization needs human resources with competencies to deliver excellent and valuable services (Faidal & Anshori, 2011). Competence is the ability to apply knowledge, skills, behavior, and personality in carrying out tasks (Hidayat, at. all, 2022).

This shows that the development of Dua Putri Farm's laying hen farm is still stalled and has not achieved optimal performance. In an effort to expand the market and form partnerships with other businesses, it is necessary to review business policies and strategies to increase the number of customers. In addition, the potential resources in the form of a website as a business platform have not been utilized optimally. The lack of effective business development model planning at Dua Putri Farm resulted in this business not achieving optimal performance and stagnating development. Therefore, it is necessary to design a strong business development model for the future. Some of the methods that can be applied in designing an effective business development model include the Business Model Canvas (BMC) and Blue Ocean Strategy (BOS), as revealed by Osterwalder & Pigneur. (Wanted, N.et al, 2017). Explaining that the Business Model Canvas (BMC) is a visual approach in developing a business model, consisting of nine elements to understand, assess, and change business models according to current conditions in order to achieve optimal performance. Meanwhile, Blue Ocean Strategy (BOS) according to (Nugraha, T.et al, 2016). Developing a business model with a focus on innovation, this strategy aims to break out of general competition by taking advantage of market opportunities that competitors have not yet entered. Business development in the context of laying hen farm development through BMC (Business Model Canvas) and Blue Ocean strategies can involve identifying new opportunities and improving operational efficiency. BMC helps design a more structured business model, covering elements such as customer segments, value propositions, distribution channels, and revenue sources. Human resources are, so far, the most important asset for an organization (Safrizal et. all, 2020). Blue Ocean's strategy, on the other hand, invites to find new untapped market space, create added value, and reduce competition. Integrating BMC and Blue Ocean strategies can include innovations in supply chain management, the application of advanced technologies for chicken monitoring and management. With this approach, businesses can develop in a sustainable and profitable way, while bringing added value to customers and the market. Another study explains that hospitality is not an absolute factor in improving a tourism destination (Arief at. all, 2022). One of the key elements of development is the social capital possessed by the community (Rasyid at. all, 2023) . Online shopping refers to the transaction process between sellers and buyers on websites (Wantara & Suryato, 2023). Through a comprehensive Business Model Canvas (BMC) analysis, it is possible to improve the sustainability of the laying hen farming business. In the "Value Proposition" segment, the selection of superior breeds of laying hens and the focus on organic egg production can be a significant differentiation. In "Customer Segmentation," market differentiation for consumers concerned about sustainable products can be taken into account. In "Distribution Channels," integration with efficient supply chains can help minimize costs. In "Customer Relationships," an inclusive and educative approach to business sustainability can build strong relationships with consumers. In "Revenue Sources," creative thinking such as subscription programs or product licensing can improve cash flow. In "Key

Resources," technology can be used to improve production efficiency. "Key Partnerships" with relevant parties, such as environmental organizations or organic feed suppliers, can also strengthen the sustainable business base. Through this BMC, farms can design resilient, innovative, and sustainable business models, overcome saturated market problems and improve business sustainability. BMC (Business Model Canvas) is often used as a tool to turn ideas into businesses. Its function is to simplify complex business elements into basic elements that are easy to understand. Business Model Canvas is one of the well-known business models in the entrepreneurial world because it is able to describe the core of a business through nine key points organized in one canvas. BMC can be applied in various business situations, be it for small or large scale, as well as for businesses that are currently operating or that are just about to be built. This method is a business model analysis tool that presents simple but comprehensive data related to nine core components in a business. Its success is evident from its popularity and widespread use in various research case studies. Although it is simple, BMC has an important role in assisting the early stages of business idea validation during planning, providing the necessary maturity and readiness before implementation. The business model of the canvas is depicted through nine basic blocks that reflect the logic of how a company intends to generate revenue. These nine blocks cover four key areas of business: customers, offerings, infrastructure, and financial feasibility. In addition, BMC also excels in business model analysis with its ability to present a comprehensive and simple picture of the current condition of a company. It involves evaluating consumer segments, value delivered, value offering paths, customer relationships, revenue streams, key assets, cooperation partners, and the cost structure of the company. The Business Model Canvas (BMC) is a strategy tool used to outline a business model and reflect core concepts about how an organization creates, delivers, and achieves value. The Business Model Canvas has the ability to visually describe in detail and connect the key components of a business. This allows business owners to evaluate possible conceptual errors and make improvements in running business operations. Laying hens is one type of business that requires the implementation of a BMC strategy. This venture has progressive characteristics, in which selective increase in production is aimed at increasing the income of egg farmers. (Herwati et al., 2022) (Jamira et al., 2021) (Herawati et al., 2019) (Malik et al., 2022) (Hutamy et al., 2021) (Asriadi et al., 2022)

And through the Blue Ocean Strategy approach, laying hen farms can create business sustainability by pioneering new untapped paths in the industry. With a focus on product and service innovation, farms can develop organic eggs that meet consumer demands for sustainable products. The establishment of partnerships with relevant stakeholders, such as environmental agencies or retail markets that support sustainable products, can open up new opportunities. In addition, the use of technology to improve production efficiency and monitoring the health of chickens can be a significant differentiator. By creating untapped markets, farms can avoid direct competition and build a competitive advantage. Thus, Blue Ocean Strategy not only creates added value for consumers, but also provides a solid foundation for the sustainability of the laying hen farming business in the midst of fierce competition. In Indonesia, the livestock sector has experienced fluctuations in recent years. Despite this, the number of inhabitants and production, as well as investment and development in animal husbandry showed quite good performance. Blue Ocean Strategy (BOS) refers to an operational system that is integrated with sustainability principles. The BOS method, otherwise known as the blue ocean strategy, is an integral part of the business strategy process. In the

context of its definition, BOS is a business strategy that focuses on controlling uncontested market space, creating a domain where competition becomes irrelevant and organizations can operate in the absence of competitors (Baharuddin et al., 2013) . The Blue Ocean Strategy is designed through the introduction of value innovation, which includes the development of new products that deliver benefits based on existing resources available to producers. The main focus of the Blue Ocean Strategy is to create value while simultaneously reducing product costs for buyers. With competition so fierce and value offerings as almost uniform, it is important to research new value offering opportunities using Blue Ocean Strategy (BOS). The importance of business sustainability is currently a major focus in the business environment. A balanced and sustainable business pattern is the result of transparent management of environmental, social, and governance factors. Sustainability is linked to balanced development along with ecological issues, which have a significant impact on equity, both among current generations and among future generations. In the business world, sustainability can be viewed as a tool to redesign the use of available resources, taking into account factors such as economic aspects (for the business to develop sustainably and attractive to investors), environmental (for a balanced interaction between business processes and the environment without causing permanent damage), and society (establishing fair relationships between the organization and stakeholders). From the research that has been carried out by .in his research entitled "Analysis of Indofishery Business Development through Business Model Canvas (BMC) and Blue Ocean Strategy (Bos) Approaches". Showing that Indofishery's business development in the future uses a business model canvas approach and blue ocean strategy, the planning idea focuses on several central points of innovation, namely on key activity elements, namely by creating educational and coaching activities for supplier fishermen, channel elements by utilizing the role of drivers as promotional and marketing media, revenue streams elements by renting advertising space on websites and applications, and customer relationship elements by creating a return and complaint system as well as a free shipping and discount voucher program on national holidays Second, In research conducted by (Alam et al., 2017) (Kusnita, 2019) (Ayi Ahadiat, 2022) (Soesanto, 2022) (supriyadi, 2013) (Designed and al., 2023) (Azhar, ratih mukti al, 2018). entitled "Business Development Analysis with Business Model Canvas Approach at UD. Moga Jaya Surabaya," said that BMC can be used to design new business development models at UD. Moga Jaya. The results showed weaknesses in the Value Proposition element, especially in the ability to adjust product design to existing trends, and the strength in the Customer Segment element, especially in getting new customers. The recommended business development step for UD Moga Jaya is to take advantage of market developments in the teenage male segment and add sarong product offerings. Third, In research conducted by (I wish it was 2017)In a study entitled "Business Model Development at Baturaden Tourism Using Business Model Canvas," this study outlines how to design business model development for the effectiveness and efficiency of Baturaden Tourism Workshop management in the future. Research findings show that to develop Lokawisata Baturaden, it is necessary to create new value propositions, such as eduwisata entertainment programs, so as to focus on customer segments, especially families, children, and students. The implementation of sustainable business model practices is a form of commitment from business people, which is realized through the implementation of ethical and sustainable governance. It aims to always contribute to economic development, while still paying attention to the quality of life of the workforce, local communities, and surrounding communities. Blue Ocean Strategy in business model development puts forward the concept of

innovation and out of the general competitive area by taking advantage of market opportunities that competitors have not entered. (Dharma et al., 2023) (Nugraha et al., 2016) The four steps in the Blue Ocean Strategy include changing market boundaries, focusing on the main objectives of MSMEs, trying to exceed existing demand, and implementing an appropriate strategic sequence. The two settlement principles involved include overcoming key organizational barriers and incorporating execution into strategy. The livestock sector has the potential to support increased food demand and can be a major enabler of food supply for the people of Indonesia, especially in the poultry sector. The demand for food products from the poultry industry creates opportunities for the development of this sector, which in turn can boost national economic growth. (Roesdianto et al., 2022) (Balher et al., 2022) Through a case study approach, this research aims to analyze how Dua Putri Farm integrates the concepts of Blue ocean strategy (BOS) and Business Model Canvas (BMC) in its efforts to achieve sustainability across its operations. The theory underlying this research includes a deep understanding of the concepts of BOS and BMC as strategic tools capable of shaping sustainability business practices. The purpose of this study is to provide a deep insight into how Dua Putri Farm manages sustainability aspects in its business and provide a basis for other laying hen farms to adopt similar practices. It is hoped that the results of this study will make a positive contribution to the development of sustainability in the laying hen farming industry as a whole.

## RESEARCH METHODS

This research is to analyze problems while assisting business actors, the research uses qualitative methods with a descriptive approach to investigate the implementation of Business Model Canvas (BMC) and Blue Ocean Strategy in the context of laying hen farms. The object of this study is the Two Princesses farm. The type of data in this study is in the form of primary data obtained directly from interviews and direct observations to information sources, namely Mr. Misbah as the founder of the Dua Putri Farm and Mr. Ketut as the production manager. Data analysis techniques by conducting business mapping using *Business Model Canvas* (BMC) with 9 elements including *Value Propositions*, *Customer Segment*, *Customer Relationship*, *Channel*, *Key Activities*, *Key Resources*, *Key Partners*, *Cost Structure*, and *Revenue Streams*. Then a blue ocean strategy (BOS) analysis is carried out, where in carrying out the strategy the boss can see all strategies that can be overcome by avoiding direct competition with competitors, creating new untapped market space. The use of analysis containing *Business Model Canvas* (BMC) and blue ocean strategy (BOS) is one of the research instruments. In addition, business analysis canvas models, financial reports, and marketing strategies will be involved to gain further insights. This qualitative approach will enable researchers to dive deeply into the perceptions, experiences, and knowledge of stakeholders, as well as understand how BMC and Blue Ocean Strategy can be effectively applied in an effort to improve the sustainability of the laying hen farming business.

## RESULT

Data Analysis of the farms of the two daughters farm

Egg production from the farm of the last 4 years of the two princess farms in the picture below

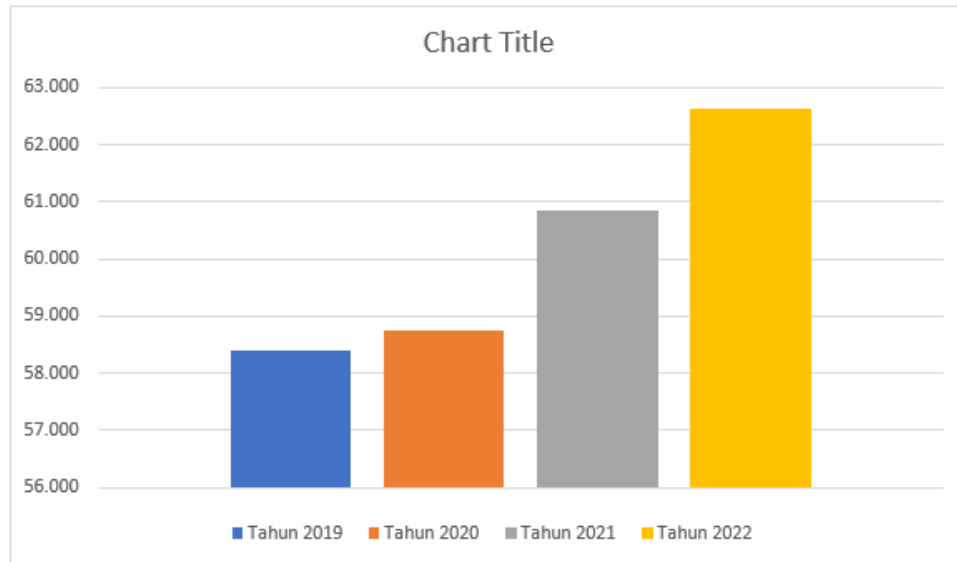


Figure 2. Egg production data from the farms of Dua Putri Farm in the last 4 years  
Source : farm two princesses farm (2023)

Figure 2 shows that from the data, it can be concluded that egg production on the two daughters farm continues to increase from year to year. Some of the problems that occur in laying hen farming in Indonesia, especially in East Java, Kediri Regency are Increased Demand and Environmental Pressure, Population growth causes demand for eggs and laying hen farm products to increase, causing pressure on the environment, resources, and animal welfare. Large production additions often do not go hand in hand with sustainable practices. then Achieving sustainability in the business of laying hen farming often requires significant investment for more environmentally friendly practices. Implementing this practice can incur additional costs that can affect profitability. Furthermore, Market Uncertainty and Competition, Changes in consumer demand and fierce competition in the market can be obstacles in implementing sustainable business strategies. from egg prices that have dropped dramatically causing many laying hen farmers to go out of business, this phenomenon is caused by falling egg prices and feed prices that continue to rise. The Food Security and Livestock Office of Kediri Regency noted that in its area there are around 3,000 micro-scale chicken farmers. Of that amount, about 30 percent have closed their businesses due to the drop in the selling price of eggs. Sustainability in the laying hen farming industry is the main focus of this research. As an integral part of the global food system, laying hen farms face pressure to develop business practices that are not only economically beneficial but also pay attention to social and environmental impacts. In this context, Dua Putri Farm, a long-operating laying hen farm, became the subject of research. Sustainability issues involve a number of aspects, including waste management, resource use, animal welfare, and relationships with surrounding communities. The main motivation of this research is increasing public awareness about business ethics and environmental impact. With this growing

awareness, laying hen farms like Dua Putri Farm are faced with demands to adopt practices that support sustainability goals.

This research produced significant findings related to the impact of the implementation of Business Operating System (BOS) and Business Model Canvas (BMC) on productivity and operational efficiency at Dua Putri Farm, here is the Business Model Canvas from Dua Putri Farm

Table 1. BMC Farms Two Daughters Farm

***Business model canvas***

Laying hen farm two daughters farm

Key partners	Key Activities	Value propotions	Customer relationship	Costumer segments
Feed ingredient suppliers	Good maintenance of chickens	High quality egg production	Responsive customer service	Large-scale farm owners: large chicken farms that require a large supply of eggs to be sold to local or regional markets.
Veterinary (chicken health care)	Egg harvesting	Healthy "chickens" to ensure good egg production	Loyalty program for continuous customers	Small-Scale Farm Owners: Small chicken farmers who require a supply of eggs for the production of fresh eggs sold directly to local consumers or local markets.
Egg Distributor	Chicken health management (regular examination & administration of vaccines)	Stable supply to meet customer needs	Field trips to partner farms to provide support.	Food Industry: Restaurants, cafes, and food manufacturers that require eggs as a raw material in their diets
Equipment Supplier	Egg distribution	Environmental sustainability		Direct consumers ages 15 to 50: Individuals and families who purchase eggs directly from their local farm or grocery store.
Supply chain	Waste	Online availability		
local breeders	Market development and maintenance	Friendly customer service		
Transportation Service Providers	Cost Control	Nutritional information	<b>Channels</b>	
	Product innovation	Local sourcing (to support the local economy and give consumers confidence in the origin of the product.)	Wholesale distribution through business partners	
	<b>Key Resource</b>		Special offer for subscribed customers	
	Land and buildings			
	Stock of laying hens			
	Food and nutrition			
	Workforce			
	Farm fixtures and equipment			
	Energy sources			
	Technical knowledge			



	Information System Business networks and relationships			
<b>Cost structure</b>		<b>Revenue stream</b>		
Equipment and infrastructure costs		Egg sales		
Cost of Purchasing Chicken Breeds		sale of laying hens		
Feed cost		Consulting and training services		
Maintenance costs				
Employee costs				
Electricity and water costs				

## DISCUSSION

### BMC ANALYSIS

In analyzing the Business Model Canvas (BMC) in the context of laying hen farms of two princess farms, several prominent aspects can be discussed. First, in the Value propositions segment the use of BMC can help farms identify ways to increase product value, such as High quality egg production, Healthy chickens to ensure good egg production, Stable supply to meet customer needs, environmental sustainability, Online availability, Friendly customer service, Nutrition information, Local sourcing (to support the local economy and give consumers confidence about the origin of the product.). Business failure often results from managers' lack of understanding of business objectives, which in turn negatively affects company performance (Marjan at. all, 2022). Technology influences the performance of organizations and businesses (Purnomo at. all, 2021). Second, in "Distribution Channels," BMC enables a deeper understanding of how product distribution can be optimized, including integration with retail markets that support sustainable products. Third, in the "Key Resources" segment, BMC analysis can help farms identify the technology and infrastructure needed to improve production efficiency and chicken welfare. Fourth, in the "Key Partnerships," BMC can describe strategic relationships with organic feed suppliers or environmental agencies, which can strengthen business sustainability. This discussion provided in-depth insights into how implementing BMC can shape a sustainable business strategy and improve the overall performance of laying hen farms. Based on the results of the analysis that has been done, there are no elements or strategies that need to be removed from the Business Model Canvas. The operational focus of the two princess farms in the future should be focused on developing and improving the business model that has been described through the Business Model Canvas. Another study explains that hospitality is not an absolute factor in improving a tourism destination (Arief at. all, 2022). One of the key elements of development is the social capital possessed by the community (Rasyid at. all, 2023) . Online shopping refers to the transaction process between sellers and buyers on websites (Wantara & Suryato, 2023).

Eliminate, there are no things or strategies that need to be eliminated in the canvas model business of two princess farms. The thing that needs to be done in the

operation of the dua putri farm in the future is to develop and improve the business model of dua putri farm which is illustrated through the business model canvas

Reduce, which should be reduced in the operation of the two daughter's farms in the future is to reduce food costs, maximize the use of energy resources, and improve chicken health management. In addition, automation technology in livestock management can also help increase productivity and reduce long-term operational costs.

Raise, In developing the business in the future, there are several elements that must be improved in the business operations of the two princess farms, including:

a) Customer relationship: Responsive customer service, Loyalty program for continuous customers, Field visits to partner farms to provide support

b) Revenue stream: Egg sales, laying hen sales, consulting and training services

c) Key partnership: Feed ingredient supplier, Veterinary (chicken health care), Egg Distributor, Equipment Supplier, Supply chain, Local farmer, Transportation Service Provider

d) Customer segment: Large-scale farm owners who require a large supply of eggs to be sold to local or regional markets. Small-scale farm owners: Small chicken farmers who need a supply of eggs for fresh egg production sold directly to local consumers or local markets, Food Industry: Restaurants, cafes, and food producers who need eggs as a raw material in their diet, Direct consumers aged 15 - 50 years: Individuals and families who buy eggs directly from their local farm or grocery store.

e) Key resources: Land and buildings, Stock of laying hens, Food and nutrition, Labor, Livestock equipment and equipment, Energy sources, technical knowledge, information systems, networks and business relationships

f) Value proposition: High quality egg production, Healthy chickens to ensure good egg production, Stable supply to meet customer needs, environmental sustainability, Online availability, Friendly customer service, Nutritional information, Local sourcing (to support the local economy and give consumers confidence about the origin of products.)

Create, In developing the business in the future, there are several key elements that must be created in the operation of the two princess farms, including:

a) Key resources: Land and buildings, Stock of laying hens, Food and nutrition, Labor, Livestock equipment and equipment, Energy sources, technical knowledge, information systems, networks and Business relationships

b) Customer segments: animal health, quality feed, stock management, interaction with customers.

c) Customer relationship: effective communication, good customer service, loyalty programs, customer education

d) Value proposition: nutritional quality, health systems, efficient livestock management, technology monitoring

e) Revenue streams: consulting services, sales of hatchery packages, eueducation of animal husbandry, seed development and genetics

f) Channels: online subscription services, argowisata and your farm, marketing through social media, online livestock marketplace

In this research discussion, Blue Ocean and BMC's strategies proved to be a strong foundation for the sustainable development of laying hen farming business. The use of BMC helps identify key elements in the business model, while the implementation of Blue Ocean's strategy opens up new opportunities by reducing direct competition. In the context of animal husbandry, this leads to production efficiency, sustainable resource management, and an emphasis on innovation.

Thus, this research contributes significantly to efforts to advance the laying hen farming sector towards better business sustainability.

## CONCLUSION

Overall, the implementation of Business Model Canvas (BMC) and Blue Ocean Strategy has proven to be a solid foundation in developing the sustainability of the laying hen farming business. BMC provides a comprehensive overview of critical elements in a business model, enabling stakeholders to design more targeted strategies. Meanwhile, the Blue Ocean Strategy opens up new opportunities by exploring untapped market space, avoiding direct competition, and focusing on value innovation. The integration of these two approaches provides a holistic solution, enabling laying hen farms to improve production efficiency, design sustainable business models, and answer consumer demands for more innovative and sustainable products. Thus, the combination of BMC and Blue Ocean Strategy not only creates business sustainability, but also paves the way for sustainable growth in the laying hen farming industry.

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