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"Memperkuat Produktivitas untuk Ketahanan Ekonomi Nasional"

THE TYPE OF ARTICLE: ORIGINAL RESEARCH ARTICLES

Business Model of Fish Cultivator Group in Jampang Village With A Business Model Canvas Approach

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Abstract

Business in the field of fisheries faced a variety of obstacles, in order to maintain the continuity of their businesses demanding fish cultivating groups in Jampang village Bogor, be able to make various improvements and innovations in improving their performances. As a manifestation of Community Service, the purpose of this research was to help fish cultivating groups formulated new business models. The research data was primary data obtained directly from the results of interviews and Focus Group Discussions with members of the fish cultivating group. The analytical tool used was Business Model Canvass with nine elements and SWOT Analysis. This research was focused on creating new business models with the Business Model Canvas (BMC) approach by looking at businesses through nine elements, namely: (1) Customer segmentation, (2) Value Propositions, (3) Channels, (4) Customer relationships, (5) Revenue streams, (6) Key Resources, (7) Key Activities, (8) Key Partnerships, and (9) Cost Structure. The results indicated that the business model that had been carried out by the Fish Cultivating Group found weaknesses in the nine elements of Business Model Canvas (BMC), therefore it was necessary to improve all elements.

Keywords: Business Model Canvas (BMC); Business Model; Fish Cultivator

INTRODUCTION

Currently the Fisheries Industry is showing rapid development, the Central Bureau of Statistics noted the contribution of the aquaculture subsector to Indonesia's Gross Domestic Product in 2017 reached Rp. 227.3 trillion with growth of 5.95% from the previous year. This is supported by the improvement in Macroeconomic growth so that the export performance of the aquaculture subsector also increased, recorded at USD. 207.8 Million or an increase of 20.37% compared to the previous year (Widiyantoro, 2018).

Noticing this phenomenon, one of the areas in West Java Province which produces freshwater ornamental fish commodities is Bogor Municipality, precisely Jampang Village. The fish cultivators in the village who have a total area of 21 hectares started a fish cultivating business with 23 members in 2012. Then in 2016 it was officially registered with the Ministry of Law and Human Rights with a registration number 6016050932101671 through Notary Shelvy Handayani, SH., M. Kn was approved as the 'Kelompok Budidaya Ikan' (POKDAKAN) 'Pintu Air'. Currently, there are only 11 members of POKDAKAN 'Pintu Air', because other members have opened their own fish cultivating farm groups and remain under the auspices of the Jampang Village Bogor.

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Starting in 2014, the second generation of 'Pintu Air' culltivator groups already have an Information and Technology (IT) team to introduce and sell products through the Internet site, Social Media such as Instagram, Facebook. The future hope of this fishery business can continue to grow and be handed down to the next generations, while still keeping up with the latest developments both in terms of the science of fish cultivating and technology. Some types of fish produced by the Water Gate cultivator group are Catfish, Gouramy, Ornamental Fish which are various such as Koi, Comet, Baster, Lohan, Manfish and others. As for the superior performance of POKDAKAN, this is a type of catfish.

The cultivation of fish operates on +/- 4 hectares of irrigated land. In addition to managing and selling fish, the 'Pintu Air' cultivator group created an educational tourism program called Wisata Mina Edukasi. Another innovation from the cultivator group is producing smoked catfish since July 2018. Smoke catfish are produced with conventional tools and the marketing of their products is limited to individuals, this is due to limited capital. Most of Jampang villagers make fish cultivating a source of income by utilizing around 25% of the area. Catfish cultivation is growing rapidly because it can be done on land and water resources are limited, technology is relatively easy, marketing is quite easy and capital is relatively low (Dwiyanto & Jemadi, 2014), while ornamental fish cultivating is able to provide more benefits for cultivators compared to consumption fish, one of the advantages of this business is that it does not require extensive land. The abundance and diversity of ornamental fish in Indonesia is no longer a hobby but has developed into a large non-oil export commodity (Anggina, Hamid, & Hendrik, 2014).

The business of the group of fish cultivators has very good potential that must be developed, but due to limited knowledge, capital, bookkeeping administration, information systems that are not maximal, marketing, and the absence of effective and efficient distribution channels, making the 'Pintu Air' cultivator groups continue to experience problems. The biggest problem faced from starting to stand up to now is in the form of capital owned. The capital in the fish cultivating business comes from each of the relatively small self-help members (no more than Rp. 50,000,000 per member), and always faces difficulties, another problem is that accountable bookkeeping administration cannot be applied by members or administrators of this 'Pintu Air' cultivator group. Seeing the future prospects of fisheries business is quite promising and the competition is high and the various problems faced, the 'Pintu Air' cultivator groups need to improve the business model that has been implemented so far.

The Business Model is an abstract representation of how companies make money. Business models can also help understand, explain and predict what activities should be done to be able to generate profits for business organizations, (Solihah, Hubeis, & Maulana, 2014). One of the existing business models is Business Model Canvas (BMC) where this business model is needed as a tool because it helps map business in setting further goals that lead to success, especially in micro and small businesses at the business building stage (Tokarski, Tokarski, & Wojcik, 2017).

From several explanations of the above issues, with potential, creativity, innovation, Information and Technology (IT) and entrepreneurial spirit possessed by the 'Pintu Air' cultivator group, it is expected that the canvas model business will benefit them and investors will be interested in helping develop the fish cultivating business.

The general objectives and targets of this research are to help improve the fish cultivating group business in Jampang Village, Bogor through:

1. Identify the business model that has been carried out by the 'Pintu Air' fish cultivating group in Jampang Village, Bogor using Business Model Canvas (BMC)
2. Making a new business model results from the improvement of the previous business model which currently runs in the 'Pintu Air' Fish cultivating group in Jampang village Bogor.

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METHODOLOGY

The Thinking Framework of this study can be seen in Figure 1.

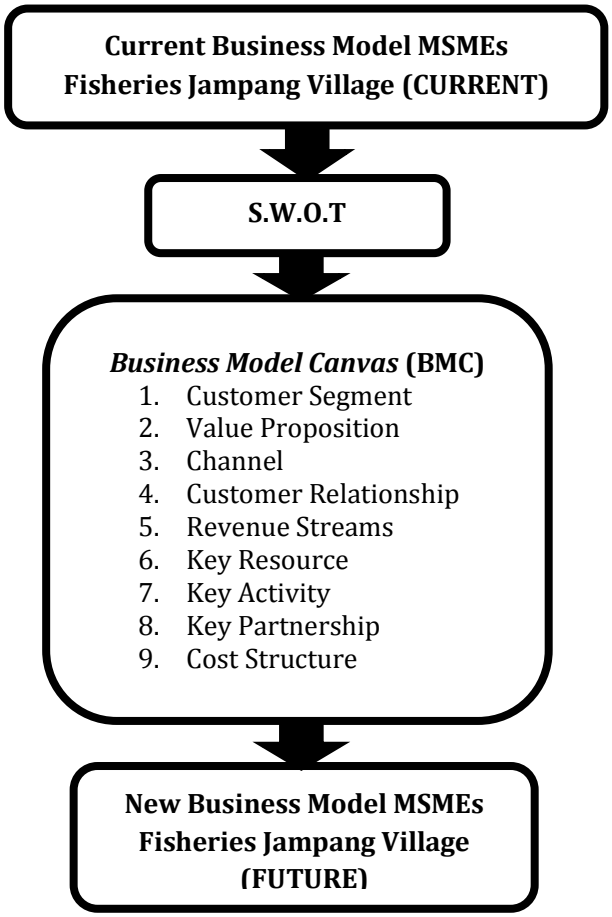


Figure 1. Thinking Framework

The method used is descriptive analysis, to analyze the problems faced by a business during a certain period so that a broad and deep picture can be obtained. In this study the type of data used is primary data. The instrument for data collection was obtained directly from observations in the field, namely by interview. Analysis of the data used is:

1. Analysis of business models
   Describes a condition of the business model currently used by the 'Pintu Air' fish cultivating group in Jampang Village, Bogor, namely by using Business Model Canvas (BMC). Business Model Canvas (BMC) consists of nine elements to help identify business models that currently run such as: Customer Segments, Value Propositions, Channels, Customer Relationship, Revenue Streams, Key Resources, Key Activities, Key Partnership, Cost Structure. One effective way to assess the overall integration of this Business Model is to combine a SWOT analysis (Strength, Weekness, Oportunity, and Threat) through Business Model Canvas (BMC) (Osterwalder & Pigneur, 2010).
2. SWOT Analysis

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To find out the strengths and weaknesses of the business, while opportunities and threats are external factors that must be taken into account by the 'Pintu Air' fish cultivating group, in order to make a step in accommodating the results of the SWOT analysis in the form of a strategy for its business.

3. Designing a new business model that is an improvement of the old business model. This research was conducted at the 'Pintu Air' fish cultivating group in Jampang village, Bogor in September 2018.

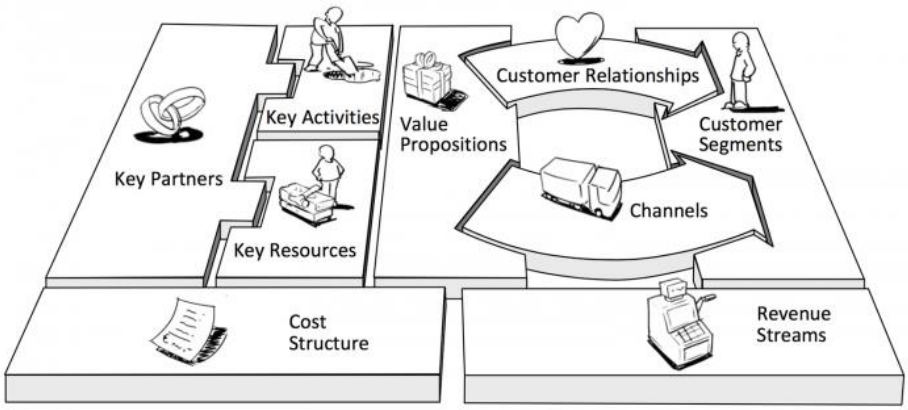


Figure 2. Business Model Canvas

RESULTS AND DISCUSSION

The following are the results and discussion of the research:

Bisnis Model Canvas (BMC)

The core of the Business Model is how to give more value to customers so that customers are willing to pay the value, in the end the company gets profits according to what has been targeted. Model business also includes what customers want, how they want it and how businesses can meet customer needs (Teece, 2010). A business model can be interpreted as a Blue Print from a business organization, this business model must be innovative so that business organizations are able to survive amid the rapidly changing business environment (Freund, 2009).

The first stage of this research is to analyze the business model of the 'Pintu Air' fish cultivator group in Jampang Village Bogor which is currently underway, then map it to the Business Model Canvas (BMC) as seen in the figure below:

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KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIP	CUSTOMER SEGMENTS
• Kemang District Cultivator Groups • Independent Marketing Team	• Hatcher, cultivation and sale of fresh fish. • Internet marketing • Packing of smoked catfish KEY RESOURCE • Irrigation Land • Home Land • Human Resaouce • Service Development Unit	• Products in the form of fresh fish such as catfish, goldfish, gouramy and ornamental fish, and smoked catfish • Certified cultivation methods that are well issued by the Indonesian Ministry of Maritime Affairs and Fisheries. • Prices are relatively cheaper compared to competitors. • The sales location is quite strategic.	•Trust •On time •Payment period • Order via Tel / WA / SMS CHANNELS • Come directly to the location • Delivered • Promotion by word of mouth • WEB / IG / FB / Online Shop	• Traders • Fish market • Local people • Students

COST STRUCTURE	REVENUE STREAMS
• Electricity • Transportation • Internet	• Sales of fresh fish, especially catfish which are excellent. • The sale of new smoked catfish was started from July 2018. • Sales of ornamental fish • Income from Wisata Mina Edukasi • Sales of frozen fish (purchased from other cultivator groups from the Jampang Village Bogor). • Sales of tomatoes, chili and eggplant Planted on the Pool Side.

Figure 3. Current Business Model Canvas

From the Business Model that is currently running, the value proposition is in the form of fresh fish such as catfish, carp, and ornamental fish with a certificate of cultivation that is well issued by the Indonesian Ministry of Maritime Affairs and Fisheries. By certifying it shows that the product is guaranteed to be safe and hygienic, the price is relatively cheaper compared to the competitors and the location is quite strategic. In the costumer segment the target of the marketing are traders, fish markets in the Parung, and students through the form of Wisata Mina Edukasi. Customer Relationship is built through trust, provides payment time period, timely delivery and social media. Key Activities; hatchery, cultivation and sales of fresh fish, for other activities are filled with Internet marketing and smoke catfish vacuum packing. Key Resource that support activities in the form of adequate Human Resources with an average High School

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Education and supported by Service Development Units, utilizing irrigation land and residential areas. As for the Cost structure and the Revenue Stream can be seen in Figure 3.

SWOT Analysis

SWOT analysis is "solved identification of related factors and strategies". The first part of the SWOT analysis by identifying Opportunities and Threats is continued by analyzing Strengths and Weaknesses (Tunggal, 2001).

The following is a SWOT analysis:

1. Strength
   Which is equipped with the power used by companies that may be different business units that can be used by business units in the market. Therefore, the technology, products and methods are stronger than the participants in the comfort that will and will be produced by a separate business unit.
2. Weakness
   If people talk about the togetherness that exists in the product, you will be much unlimited in this case, the skills and abilities that become a real barrier to performance that satisfies employees, various limitations and abilities that you have. Which is low, There is nothing that matches the inequality, a product that is not or less attractive to users or users of inadequate levels.
3. Opportunity
   The main environment that supports the environment and opportunities that come from one source. Those who can provide opportunities are different business opportunities, and relationships with buyers or sellers.
4. Threat
   Is the opposite of the understanding of opportunity? Thus it can be said that risk is environmental factors that cannot be done if it is not overcome, it will be a barrier for a continuous business unit either for the present or in the future. Understanding the main challenges and threats that they create will help managers to find available choices between available strategies. Base two in the SWOT analysis by identifying weakness.

To determine goals, objectives and strategies - strategies that will be taken, it takes an in-depth and thorough analysis of the environment in which the company is located. The environment is divided into two, namely:

1. External environment (environment outside the company)
   External factors are forces that are outside the company where the company has no influence at all so that changes that occur in this environment will affect the performance of all companies (Pakkanen, 2012)
2. Internal environment (environment in the company)
3. The internal environment is the ability to find attractive opportunities and the ability to take advantage of these opportunities are two different things. Every business must evaluate its internal strengths and weaknesses (Kotler, 2008)

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The Benefits of SWOT Analysis

The ultimate goal of SWOT analysis is to produce a variety of alternatives that are more functional, so that the strategy will be more easily applied and implemented in each business unit (Rangkuti, 2013). The benefits that can be drawn from the SWOT analysis are as follows:

1. Can be used to find out the position of the company in the arena of competition with similar companies.
2. As a foothold in achieving company goals.
3. As an effort for existing strategies, the company's strategy can always accommodate the level of business that occurs.

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIP	CUSTOMER SEGMENTS
• Kemang District Cultivator Group • Independent Marketing Team • Cooperative • Feed distributor • Schools / Universities (Agriculture, Fisheries, Marketing, Management, Accounting, Information Systems). • Banks / Financial Institutions	• Hatchery, cultivation and sale of fresh fish • Internet marketing • Packing smoke catfish vacuum • Independent and sustainable feed production (catfish). KEY RESOURCE • Irrigation Land • Home Land • Human Resaouce • Service Development Unit • Adequate cultivation support technology equipment	• Products in the form of fresh fish such as catfish, goldfish, gouramy and ornamental, and smoked catfish. • Certified cultivation methods that are well issued by the Indonesian Ministry of Maritime Affairs and Fisheries. • Prices are relatively cheaper compared to competitors • The sales location is quite strategic. • Accountable accounting • BPOM and Halal Certification.	• Trust • On time • Payment Time period • Order via Mobile Phone / WhatApp / Message • Regular communication with Customers CHANNELS • Come directly to the location • Delivered • Promotion by word of mouth • WEB / IG / FB / Online Shop • Operational Vehicles	• Traders • Fish market • Local people • Students • Catering • Restaurants • Agency • Community

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COST STRUCTURE

Fixed Cost

- Elecetricity
- Transportation
- Bank Fee

Variabel Cost

- Internet
- Feed

REVENUE STREAMS

- Sales of fresh fish, especially catfish which are excellent
- The sale of new smoked catfish starts from July 2018
- Sales of ornamental fish
- Income from tourism education
- Sales of frozen fish (purchased from other cultivator groups from the Jampang Village Bogor)
- Sales of Tomatoes, Chili and Eggplant Planted on the Pool Side
- Sales of self-produced fish feed

Figure 4. New Business Model Canvas

New Business Model Canvas (BMC)

At this stage Business Model Canvas (BMC) has been improved based on the Focus Group Discussion with members of the 'Pintu Air' fish cultivating group with the motto "Serving You until You Ask Again", in order to realize innovative, environmentally sound, independent, modern, empowered business ventures. High and continuous competitiveness coupled with SWOT Analysis, so as to create an improved business model as shown in Figure 4. The SWOT analysis results obtained internal factors in the form of the greatest strength in Key Resources elements, and Key activities and Value Propositions, while external factors are opportunities on customer segment elements and Threats on Revenue Stream elements.

The Business Model Canvas (BMC) elements have been improved from each element, while the points added are as follows

1. Customer Segment

   A business needs customers for the continuity of its business. Customer Segments include not only buyers or prospective buyers but all parties who make the decision to buy. Jampang Village Bogor, is located in a strategic and attractive location to become a tourist village, so the customer segments that can be targeted further are:

   1) Catering. One of the fishery products from the 'Pintu Air' Jampang Village is gouramy which is often the mainstay of catering, namely Sweet and Sour Gouramy. Establishing a partnership with a catering business will have a positive impact on both.
   2) Restaurant. Bogor area is known as a culinary destination location that has many restaurants or restaurants serving tourists. This is an opportunity to market the results of catfish, gouramy and catfish ponds.
   3) Instantio. Jampang village, located in Bogor with access to the Jakarta-Bogor freeway, facilitates the distribution of aquaculture products in both the Bogor and Jakarta which have many agency offices. Partnerships can be offered to market both fresh fish and processed fish such as frozen catfish and smoked catfish as well as training products related to fish cultivating to agencies and employees in the agency.
   4) Community, one of the results of ornamental fish cultivation and already achieving at the national level, is an attraction to attract the customer segment of the ornamental fish lovers' community. And this can be strengthened by the existence of a web or site on the internet that introduces and markets Jampang Village's aquaculture products.

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2. Value Proposition

   The Value Proposition is related to the product that is offered by the 'Pintu Air' fish cultivating group. In this case fresh catfish, smoked catfish as new innovations and ornamental fish. On the other hand, there are things that need special attention such as:

   1) As a business actor it is appropriate to understand the rules that apply in the business world. The limited educational background makes a number of fish cultovator in Jampang Village, Kemang District Bogor do not understand the importance of bookkeeping. 'Pintu Air' fish cultivator group have not recorded any transactions that have occurred, such as purchases and sales, entry and exit of goods, payment of employee salaries, payment of feed and so forth. With accounting that is accountable, the opportunity to get a loan for the continuation of the fish business at the 'Pintu Air' will be even better.
   2) One of the things that also needs special attention is related to halal certificates from the Indonesian Ulema Council and licensing from the Food and Drug Supervisory Agency they have not yet obtained. This is because of the limited financial resources. Obtaining a halal certificate and passing a test from the Food and Drug Monitoring Agency for one product such as smoked catfish is still a hope. Currently fish cultivators have not been able to obtain these licenses due to limited funds. Submitting a loan to a banking company or other financing institution cannot be done because the members of the fish cultivating group do not have accountable accounting.

3. Customer Relationship

   Customer Relationship explains how an effort builds and establishes good relationships with its customers.

   Regular communication with customers, Customer Relationship must strive for customer satisfaction, especially for 'Pintu Air' fish cultivator group in Jampang Village, Bogor, where most customers take their own fish products. So that with satisfied customers it is hoped that the partnership will continue and continue to become loyal customers. One thing that can be done to get sustainable customers is by following up customers who have already transacted, in the sense of maintaining communication and good relationships with customers. And this can be done through social media, such as: Whatsapp, FaceBook, Instagram, website, or through togetherness events such as ornamental fish lovers' gatherings, catfish fans and so on.

4. Channel

   What and how a business can provide services and distribution of products to customers.

   1) Operational vehicles, a distribution line is in desperate need of operational vehicles, so that the products are delivered to customers well, maybe with a tricycle motorbike with an open body, it can function effectively to provide services to customers.

5. Revenues Stream

   This element illustrates how the income generated from the fish cultivating group. In addition to income from selling ornamental fish, catfish and smoked catfish, it is expected that sales from self-produced feed can also be a source of income for fish cultivating groups.

6. Key Resource

   All the resources needed to make a business run well and even better.

   1) Technology equipment supporting fish cultivation, equipment that is sufficiently very supportive of the fish cultivation process will be successful and if accompanied by sophisticated technology, it will further facilitate the process of fish cultivation. From social media managed by IT Support, it only shows that there is adequate equipment for ornamental fish, which does not require a large enough amount in each process. And the conditions in the field indicate that the equipment owned by fish cultivators in Jampang Village is still manual, but there is a multipurpose pool where the pond serves as a place for fish breeding, as well as for cultivating. The advantages of this pool indicate that in addition to cultivating fish, the need for vegetables is sufficiently fulfilled because it is planted with chili, tomatoes, mustard greens, kale, and spinach, a pond with sufficiently adequate equipment is called a 4G pool.

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7. Key Activities
   Includes all activities carried out so that business activities can operate successfully.
   1) Independent and sustainable feed production, currently fish cultivating groups are not yet used to producing their own feed, especially catfish feed, this is a problem because they cannot fulfill the demand for catfish which is quite high, because feed prices are high, therefore it is appropriate for fish cultivating groups this can produce fish feed independently and continuously.
8. Key Partnership
   Berhubungan dengan pihak ke tiga yang di sebut juga Mitra/Partner yaitu pihak-pihak yang menjadi penentu terhadap berjalannya suatu bisnis agar berjalan dengan Optimal:
   1) Banks and other financial institutions after the fish cultivating group has good accounting and administration, this group will become bankable.
   2) Cooperatives, one of the roles of the Cooperative in supporting the fish cultivating group is in terms of capital although it may not be as large as the bank, but it is felt to be able to help overcome the problems faced, including in terms of distributing fish for resale.
   3) Feed distributors, producing fish feed independently, especially catfish and continuously become one of the expectations of this fish cultivating group, therefore in addition to meeting their own needs, they can also produce fish feed to be distributed for sale to feed distributors in both regions around and outside the area.
   4) Schools / universities, it is undeniable that schools / universities are one of the places for the source of Science, Innovation and new research that is very much needed for the Fish Cultivating Group, in general in all fields it is needed but specifically the fields needed are: Fisheries, Agriculture, Cultivating, Management, Accounting and Information Systems.
9. Cost Structure
   An overview of the costs incurred in a business venture:
   1) Feed, is the most important ingredient or the main ingredient which is the biggest expenditure in the process of fish cultivating. So far, the process of procuring feed has become a significant obstacle for fish cultivators, which amounts to 70% of the costs spent from the hatchery process until the fish is ready for sale. If the funds for food are sufficient, the cultivator will immediately carry out the cultivation process, if not then wait until the crop comes and then will roll back the money for the capital to purchase the feed which consumes the largest amount. If capital for feed is adequate, fish cultivating does not have to wait for the harvest to arrive, because the land provided is also sufficient to carry out the cultivation process again.
   2) Bank fees, set aside a portion of income to pay installments for the financing that has been obtained.

CONCLUSIONS AND IMPLICATIONS

From the results of the analysis using Business Model Canvas (BMC) and SWOT, as well as direct Interviews and Focus Group Discussions with members of PODAKAN the 'Pintu Air' Fish Cultivating Group in Jampang village Bogor, a new canvas business model can be applied. This business model is a representation of all business activities of fish cultivators in the area of Jampang Village, Kemang District, Bogor..

The results obtained to improve the condition of the members of the 'Pintu Air' fish cultivating group are that the Elements of Business Model Canvas (BMC) have been improved and added as follows:

1. *Customer Segment*, who can be targeted further is to collaborate with Catering entrepreneurs, Restaurants, Employees at agencies around Bogor-Jakarata, Community of ornamental fish lovers, as well as perpetrators of shopping online.

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2. *Value Proposition,* increasing the value proposition element by improving service to customers in terms of bookkeeping and administrative processes that are orderly and good, obtaining Halal certification from the Indonesian Ulema Council and also passing the test of the Drug and Food Control Agency.
3. *Customer Relationship*, keep in touch the customers by routinely communicating with customers, via telephone, social media, between Whatsapp, Face Book, Instagram, web sites, or through togetherness events such as ornamental fish lovers' gathering, catfish fans and so on..
4. *Channel*, by adding operational vehicles, three-wheeled motorbikes with open tubs are considered to function effectively to provide services to customers.
5. *Revenues Stream,* besides selling ornamental fish, catfish, and smoked catfish, a new source of income that can be created is the sale of self-produced Fish Feed.
6. Key Resources, in the form of enhancing technology equipment supporting Fish Cultivation, and maximizing the 4G pool which is expected to not only produce vegetables but also be a source of income.
7. *Key Activities* , in addition to raising catfish and ornamental fish, it is expected that the main activities of this group of fish cultivating will be increased, namely independent and sustainable feed production.
8. *Key Partnership*, establish new partnerships with Cooperatives, Banks, Feed Distributors outside the region, and Schools / Universities.
9. *Cost Structure,* the cost structure incurred is fixed costs and variable costs, in the cost component, if the fish cultivator group succeeds in obtaining financing from the Bank or other financial institutions, then the bank fee will be part of the cost component.

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