


DEVELOPMENT OF MOCHI DAIFUKU BUSINESS USING BUSINESS MODEL CANVAS (BMC) METHOD IN BEKASI REGENCY

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<p>Info Article</p> <p>Received : 01 Februari 2025</p> <p>Revised : 04 Maret 2025</p> <p>Accepted : 01 April 2025</p> <p>Publication : 30 April 2025</p>	<p>Abstract: <i>This study aims to develop the business model of Mochi Daifuku in Bekasi Regency using the Business Model Canvas (BMC) approach. MSMEs significantly contribute to Indonesia's economic growth, particularly in the food sector, which is favored by many new entrepreneurs. The research method used is a qualitative approach with a descriptive technique. Data were collected through observation, interviews, and questionnaires conducted at Pasar Bersih Jababeka. The analysis was carried out using both BMC and SWOT models to identify business strengths, weaknesses, opportunities, and threats. The results highlight the importance of maintaining product quality, building customer relationships, and developing marketing and partnership strategies. By applying strategies based on BMC and SWOT analysis, Mochi Daifuku has the potential to grow and compete in the market while contributing to local and national economic development.</i></p>
<p>Keywords: MSMEs, Mochi Daifuku, Business Model Canvas, Business Strategy, Business Development.</p> <p>Kata Kunci: UMKM, Mochi Daifuku, Business Model Canvas, Strategi Bisnis, Pengembangan Usaha</p>	<p>Abstrak: Penelitian ini bertujuan untuk mengembangkan model bisnis Mochi Daifuku di Kabupaten Bekasi menggunakan pendekatan Business Model Canvas (BMC). UMKM memiliki kontribusi signifikan terhadap pertumbuhan ekonomi Indonesia, khususnya pada sektor makanan yang banyak digeluti oleh wirausaha pemula. Metode penelitian yang digunakan adalah pendekatan kualitatif dengan teknik deskriptif. Data diperoleh melalui observasi, wawancara, dan angket di Pasar Bersih Jababeka sebagai lokasi penelitian. Analisis dilakukan menggunakan model BMC dan SWOT untuk mengidentifikasi kekuatan, kelemahan, peluang, dan ancaman bisnis. Hasil penelitian menunjukkan pentingnya menjaga kualitas produk, membangun hubungan dengan pelanggan, serta mengembangkan strategi pemasaran dan kemitraan. Dengan menerapkan strategi berbasis analisis BMC dan SWOT, Mochi Daifuku berpotensi untuk berkembang dan bersaing di pasar, sekaligus memberikan kontribusi ekonomi lokal dan nasional.</p>
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INTRODUCTION

Entrepreneurship data in Indonesia shows that micro, small, and medium enterprises (MSMEs) are important pillars in the national economy, as they contribute to the majority of active business units operating in various sectors. In 2023, the number of MSME actors was recorded at around 66 million, contributing 61% to Indonesia's Gross Domestic Product (GDP), equivalent to IDR 9,580 trillion. In August 2023, the number of novice entrepreneurs reached around 52 million, while established entrepreneurs were recorded at 4.5 million. The growth of novice entrepreneurs shows a more rapid trend compared to established entrepreneurs. Until February 2024, the number of business actors in Indonesia has reached around 56 million, most of which are novice entrepreneurs.

Businesses that are of great interest to novice entrepreneurs are those engaged in the food sector. One of them is Mochi Daifuku, which is made from rice flour that is then steamed to produce a soft and sticky texture, then filled with strawberry and red beans (Fikkra & Holinesti, 2024).

In Indonesia, mochi is considered a specialty food in West Java, such as Bogor, Bandung, and other cities. Along with the growth of Indonesia's population, they create mochi with various fillings. This innovation aims to provide more attractive colors and shapes, increase selling prices, and improve the nutritional value of the food product itself. The use of local food ingredients will be useful for making mochi a new innovation for business actors (Panular et al., 2024).

According to DEKOPIN, Micro, Small, and Medium Enterprises (MSMEs) are defined as small-scale businesses, both managed individually or legally incorporated, with limitations in aspects of resources and technology use, but still having a large economic impact (Laena, 2010). MSMEs contribute greatly to absorbing a lot of labor, thus playing a role in reducing unemployment levels and improving community welfare. Thus, it can be concluded that MSMEs are businesses run either individually or in the form of legal entities with a small size. These businesses have limitations in the number of employees, sales turnover, and total assets owned. In addition, MSMEs generally still use traditional technology and are managed in a simple way (Permana S.H, 2017)

According to (Osterwalder & Pigneur, 2012), as summarized by (Harsa Wardana & Sitania, 2023), Business Model Canvas (BMC) is an approach to describe how a business creates, delivers, and captures value from its activities. BMC is a visual tool that outlines

nine important components in a business model, from customer segments to partnership strategies and cost structures, to map business operations comprehensively. This framework also functions as a strategic tool to analyze and design business models that are currently running or to be developed.

METHOD

Research Location and Time

The area used for research through purposive sampling technique (chosen with specific reasons) is Pasar Bersih Jababeka in Bekasi Regency, because there are many mochi daifuku sellers. This research was conducted from March to April 2025.

Method of Determining Respondents

This research was conducted with a specific purpose at Pasar Bersih Jababeka. The reason is that at the time of the research, Pasar Bersih Jababeka was a fairly busy sales location. Therefore, this area was chosen as the research location. There are 5 respondents who will be used as samples in this study.

Types and Sources of Data

This type of research uses a qualitative approach with a descriptive method, because the data is analyzed in oral and written form derived from observed sources. The descriptive method serves to provide an illustration and interpretation of the object as it is (Gustavian & Samsinar, 2020). The types and sources of data applied in this research are:

1. Primary data Primary data is information obtained directly from the source through interviews. This primary data source was obtained from daifuku mochi entrepreneurs.
2. Secondary data Secondary data is information collected from other sources that already exist and is then processed and presented in the form of reports. This secondary data is sourced from the internet, in the form of journals and research reports.

Data Collection Techniques

The data collection methods in this study are as follows:

1. Observation, carried out by directly observing the condition of the object being studied.

2. Interview, conducted by meeting respondents directly and asking questions according to the guidelines in the list of questions that have been prepared previously.
3. Questionnaire, a set of questions answered by respondents to gain an understanding of the supply chain flow and packaging model of daifuku mochi in Bekasi regency.

Data Analysis Techniques

Data analysis was conducted using two methods, namely BMC analysis which involves examining nine elements in BMC, and SWOT analysis as a strategy to develop business by identifying strengths, limitations, and ability to adapt to changes that emerge in the business environment (Hakim & Ramadhana, 2023).

RESULTS AND DISCUSSION

Business Model Canvas

To plan and implement business strategies in every company, we must first describe the current business model using a business model canvas consisting of nine elements. The following are the results of observations based on the BMC approach.

1. Customer Segments

The target market of Pasar Bersih Jababeka is local residents who pass by and look for snacks. This Daifuku Mochi is ideal for people who want sweet, fresh food and like fruit, suitable for both children and adults. To maintain customer loyalty and ensure they don't switch, the owner offers special discounts for loyal customers.

2. Value Proposition

The advantage of Daifuku Mochi lies in the fact that producers make it independently and choose quality ingredients. Therefore, there are several things offered to potential customers, namely:

- a. Quality guarantee
- b. Taste that is definitely satisfying
- c. Many flavors variations
- d. Attractive packaging
- e. Affordable price

3. Channels

The channel for consumers is the market that serves as a location to deliver added value to the public. The market serves as one of the locations used to promote products from Daifuku Mochi. Besides the market, there are distributors who offer Daifuku Mochi

daily at locations other than Pasar Bersih. Additionally, they also market their products by utilizing social media and delivery services.

4. Revenue Streams

Daifuku Mochi gets profits from mochi sales both in bundling and individual forms. The price for a single Daifuku Mochi starts from Rp. 6,000,- and for bundling 6 pcs of Daifuku Mochi is sold for Rp. 25,000,-. In addition, they also earn income from the mochi bites variant, which is only available in packages priced at Rp. 10,000,-.

5. Key Resources

To be able to run this Mochi Daifuku business, resources are needed including raw materials, tools, and labor.

- a. Raw materials function as the main resource so that daifuku mochi MSMEs can continue to produce and produce mochi that has good quality.
- b. Tools become a crucial resource to support production continuity; mochi processing using modern and sufficient technology can accelerate and increase production volume, which will certainly affect efficiency.
- c. Labor becomes an important element for processing raw materials and maximizing the use of tools in the production process. Labor also has a role in promotion.

6. Customer Relationships

Customer relationships are formed through maintaining good service standards, product quality, timeliness, and creating emotional bonds with buyers. Daifuku Mochi sellers always try to maintain a good relationship with buyers when explaining about product specifications, taste, price, and packaging until the buying and selling process is established. The goal is to create a positive impression among all customers, so that when family, friends, and people around customers look for Daifuku Mochi, they will recommend Daifuku Mochi Pasar Bersih Jababeka.

7. Key Activities

In this situation, the daifuku mochi seller as a mochi producer creates content regularly to increase brand awareness and attract new customers in the Bekasi area. The next step is to ensure that the mochi produced has a uniform taste and texture, so that customers who plan to order again can taste daifuku mochi with a similar flavor.

8. Key Partnership

The Mochi Daifuku seller collaborates with raw material suppliers, which has a major impact on how it is produced. He drafts contracts to provide raw materials with

agreed quality and quantity. In addition, he also builds relationships with resellers who market his products so that resellers do not obtain Daifuku Mochi from other producers.

9. Cost Structure

In running a business, there are three types of expenses that need to be considered, namely:

- a. Operational expenditure is the cost incurred every day or every month for needs such as transportation costs, electricity costs, and others.
- b. Expenditure for raw materials is intended to buy fruit, jam, and other complementary ingredients that support the production process.
- c. Expenditure for promotion is intended for certain interests, such as advertising costs on social media, brochure printing costs, and content creation costs. All these various cost structures are essential elements needed to run a business.

Business Model Development with SWOT Analysis

To determine whether a business model needs development, analysis of the business model needs to be carried out. Based on discussions that have been conducted with the owner of Daifuku Mochi, a SWOT analysis for the business model was obtained as follows:

- a. Strengths
 1. Prioritizing product quality
 2. Unique and traditional products
 3. Relatively cheap and pocket-friendly prices
 4. High-quality materials that are easily obtained
- b. Weaknesses
 1. The process of making Mochi Daifuku that requires special skills can hinder production scale
 2. Low public knowledge about Daifuku Mochi, so further education is needed
- c. Opportunities
 1. Opportunity to expand marketing areas, both nationally and internationally
 2. Increasing healthy food trends so more consumers are interested in natural healthy food
 3. Can collaborate with cafes or restaurants to introduce products to their customers
- d. Threats

1. Many competitors in the snack industry of other Japanese products
2. Unstable raw material prices, resulting in quite bad effects on profits
3. Strict regulations regarding food safety and quality

Based on the SWOT analysis that has been conducted for the Daifuku Mochi business, there are several business strategies that can be applied to take advantage of strengths and opportunities, as well as to overcome existing weaknesses and threats.

1. Using Strengths

- a. Educate the market about the uniqueness and tradition of Daifuku Mochi by launching an attractive marketing campaign. Utilize social media and food influencers to attract consumer attention.
- b. Maintain and improve the quality of raw materials used to be known as a premium product. Consider getting organic certification to attract more consumers.

2. Overcoming Weaknesses

- a. Invest in training for employees to ensure high quality and efficiency of production. Develop more efficient production processes to increase capacity.
- b. Provide product variations with various prices, including more affordable options to reach more consumers.

3. Taking Advantage of Opportunities

- a. Conduct market research to find areas that have high demand for Japanese products. Run targeted marketing campaigns to reach consumers in new regions.
- b. Create new variations of Daifuku Mochi, such as low-fat versions, vegan, or with local flavors that can attract new consumers.

4. Facing Threats

- a. Conduct regular market analysis to understand competitors' positions. Develop unique elements, such as environmentally friendly packaging concepts or extraordinary customer experiences in stores.
- b. Periodically conduct surveys of customers to capture changes in their preferences and adjust products according to needs. Create loyalty programs to keep existing customers.

5. Strategic Cooperation

- a. Build Partnerships: Create collaborations with Japanese restaurants, cafes, or health food distributors to expand the market. Using existing distribution channels can increase product visibility.

- b. Participation in Events and Festivals: Engage in food festivals and culinary events to increase visibility and get direct feedback from consumers.

CONCLUSION

Based on the analysis conducted, it can be said that micro, small, and medium enterprises, especially in the food sector, contribute significantly to Indonesia's economic growth, with Daifuku Mochi as an example of a business with high potential. With an increasing number of business actors, particularly among new entrepreneurs, there are many opportunities to develop products like Daifuku Mochi.

This study reveals that location selection, such as Pasar Bersih Jababeka, is crucial for attracting customers. Using a qualitative approach and descriptive method, Business Model Canvas (BMC) and SWOT analyses have identified key aspects in Daifuku Mochi operations. Findings from the BMC analysis emphasize the need to maintain good relationships with customers, consistent product quality, and effective marketing plans.

Proposed strategies for business development include strengthening product advantages, addressing weaknesses in the production process, and utilizing market opportunities, while still paying attention to threats from competitors and changes in raw material prices. By implementing these strategies, Daifuku Mochi has the opportunity to grow and succeed in a competitive market, as well as make a greater contribution to local and national economies.

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