

ANALYSIS OF BUSINESS DEVELOPMENT STRATEGIES IN LATANSA SPORT SUPER VER TISEMENT USING THE CANVAS MODEL BUSINESS APPROACH IN PONONOGO, EAST JAVA

Yahya Mukti Imandana¹, Syahrudin²

Correspondence address: yahyamukti688@gmail.com¹
Universitas Darussalam Gontor¹, universitas Darussalam Gontor²

ABSTRACT

Currently, business growth in Indonesia is very rapid. Therefore, a strategy is needed for companies or business people to be able to carry out the right strategy in order to maintain their business or even develop it. Business activities in the eyes of Islam have ethics that always maintain the clarity of religious rules (sharia) which are far from greed and egoism. This study aims to analyze the business development strategy of La Tansa sport convenience store with a business model canvas approach. This study uses a qualitative descriptive method. In this study the authors used the Business model canvas approach to map the business model of La Tansa sport and evaluate it using SWOT analysis. Data collection techniques were carried out by observing, interviewing, and collecting data with documents, as well as triangulation. Based on the results of the interview, an overview of the current La Tansa sport Business model canvas was obtained. Based on the SWOT analysis conducted on the results of the interview, it shows the weaknesses, strengths of the La Tansa sport business unit, threats that need to be faced, and opportunities that need to be utilized. Based on the results of the evaluation that has been carried out, it can be used as a recommendation for La Tansa sport in maintaining and developing its business by making improvements to the pre-existing Business model canvas by adding activities in the form of optimizing using social media to increase sales, adding outlets or stores, retraining soft skills in playing digital marketing, doing endorsements from a very influential person in the community.

Key Words : Analisis SWOT, Business Model Canvas, Pengembangan Bisnis

INTRODUCTION

Organizations that provide goods or services for profit are referred to as businesses (Kotler, 1997). Currently, business growth in Indonesia is very rapid. Therefore, a strategy is needed for companies or business people to be able to carry out the right strategy in order to maintain their business or even develop it. In business, strategy is a keyword because strategy is one of the most important elements in business development so that businesses can survive and compete. Strategy is a way in which a company makes innovations that are different from its competitors, and uses its employees to be able to satisfy all customer needs (Prasojo, 2018). Strategy requires future thinking, from the short term to the long term.

This is because business is dynamic, always changing, there are profits and losses, there are many and few buyers, and there are times when a businessman experiences abundant profits and losses until he goes bankrupt. Therefore, business people are required to think about the right strategic planning so that the business they are involved in can increase profits and be able to survive in the midst of competition. Business strategy is closely related to business models, a strategy will not work if it is not studied and formulated in advance through a business model. Without a good business model, the company's business strategy cannot run optimally (Chesbrought, 2006). A business model is a conceptual description of a business, which contains an overview of thoughts in formulating and creating strategies to achieve company goals.

The development of an increasingly modern era requires business people, especially in the city of Ponorogo, to have a business strategy that is more creative and innovative than before, to become a business that is most in demand by consumers. One of the right methods for developing a business strategy is the Business Model Canvas (BMC). BMC is an analytical model that describes thinking about how an organization creates, delivers, and captures the value that is owned by an organization. The business model describes the rationale of how an organization or company creates, delivers and captures value, this business model can best be explained through nine basic building blocks that show the way of thinking about how a company makes money, these 9 elements of BMC are the Application of segmentation determination market (customer segments), determine value propositions, determine channels, determine customer relationships, determine revenue streams, determine key resources, determine key activities, determine key partners and create cost structures.

As a country with the largest Muslim population in the world, Indonesian people, especially Muslims who are business people, must keep abreast of rapid technological developments accompanied by a review of whether the marketing strategy to increase sales of a product or service is in accordance with Islamic sharia.. According to sharia principles, marketing activities must be based on the spirit of worshipping God the Creator, trying as much as possible for the common good, not for the benefit of the group let alone for their own interests.

In East Java, in the city of Ponorogo to be precise, there is a supermarket that sells sports equipment. This supermarket is a store that implements a digital system in making sales, which is located at Jl. HOS Cokroaminoto No. 70, Bangunsari, Kec. Ponorogo, Ponorogo Regency, East Java. La Tansa sport sells its products in the form of sports equipment and clothing. In its operations and

identifying internal and external factors that exist in La Tansa sport through a qualitative approach with the Business Model Canvas (BMC) approach. The business concept applied at La Tansa sport is the development of digital marketing which provides security guarantees such as: Proven truth and clarity, one of which is in terms of product promotion, prices charged, promotional activities, services, employees serving consumers. La Tansa sport in its business sells a lot of sports equipment and clothes with the number of sales fluctuating due to the covid 19 outbreak. Sales data for the last four years can be presented in the following table:

Table I. Sales Result Recapitulation Data

Sales Summary Data		
No.	Year	Sales results
1	2019	17.725
2	2020	10.653
3	2021	13.234
4	2022	15.879

Tabel I.1 shows the development of sales of La Tansa sport from 2019 to 2022. Based on data from La Tansa sport there has been a decrease in visitors from 2019 to 2022 this is due to the covid-19 outbreak and a decline in the economic condition of the community. This caused the income earned by La Tansa Sport to decrease drastically. In this condition it becomes a challenge that needs to be resolved and a solution to the problem is needed so that it requires help and input, one of which is from academics to be able to develop in the future in providing digital marketing services that are in accordance with sharia values so that they can serve consumers optimally.

THEORITICAL DAN HIPOTESIS

S A Mustaniroh, N Prabaningtias, and A D P Citraresmi, Analysis of Business Development Strategies with Business Model canvas, The research approach and method used are business model canvas approach, Based on the SWOT analysis of nine BMC elements, the strength of these SMEs in running business model was in the ownership of product standardization and production processes certificates, weaknesses with the greatest influence were limited machine capacity and human resources skills, potential opportunities is increasing the number of tourist in KotaBatu, and the biggest threat is business customer satisfaction and loyalty affects the sale of products.

Chairul Furqon, Mokh. Adib Sultan, Fanji Wijaya, Business Development of Coffe Farmers Group Using Triple Layered Business Model Canvas, This research uses a qualitative approach with descriptive analytic methods. The results show that the business conditions of the coffee farmers group were in a position of growth. Therefore the right strategy for this condition is the harvest strategy or divestiture strategy.

METHODOLOGY

Data collection was carried out in various settings, various sources and ways. Judging from the data source, data collection can use primary and secondary sources. Primary sources are sources that directly provide data to data collectors. While secondary sources are indirect sources, for example through other people or through documents. In terms of methods or techniques of data collection, data collection techniques can be carried out by observation, interviews, and documentation.

In collecting data, researchers use techniques that are carried out by observation (observation), interviews (interviews), documentation and combination/triangulation.

I. Observasi

The observation method (observation) is a data collection technique that requires researchers to go into the field observing things related to space, place, actors, activities, objects, time, events, goals and feelings. In this study, researchers used three stages of observation, namely descriptive observation, focused observation, selected observation .

a. Descriptive Observation.

At this stage the researcher conducted a grand tour observation, namely a general and thorough research exploration, then carried out a description of what was seen, heard and felt.

b. Focused observation.

At this stage the researcher conducted a mini tour observation, namely observations that had been narrowed down from the descriptive observation stage. So it can find things that have been focused on certain aspects.

c. Selected Observation

At this stage, the researcher outlines the focus found so that the data is more detailed. By conducting a componential analysis of the focus, at this stage the researcher has found the characteristics, differences and similarities between categories, and found relationships between one category and another. According to Spradley, these selected observations are still called mini tour observations.

In this study, researchers paid close attention and observed to collect data on La Tansa sport

2. Interview

Data collection techniques used in qualitative research emphasize interview techniques, especially in-depth interviews. This technique is a special data collection technique in qualitative research. It was further stated that the main way used by qualitative methodologies to understand people's perceptions, feelings and knowledge is by in-depth and intensive interviews . In this study, researchers used a qualitative interview method with an interview guide that contained questions to

ask the informants. Researchers ask questions more freely and freely without being bound by the arrangements that have been prepared beforehand. The subjects interviewed in this study were managers, marketing managers, and La Tansa Store employees.

3. Documentation

Documentation is any written material or film that is not prepared because of the request of a researcher, a document is a record of past events, while a record is any written statement prepared by a person or institution for the purposes of examining an event. .

In this study the documentation method was used to obtain data in the form of photos during data collection, photos during interviews, recorded interviews during research regarding digital marketing business development strategies.

4. Trianggulasi

In data collection techniques, triangulation can be interpreted as a data collection technique that is carried out by combining various data collection techniques and existing data sources. These techniques are simultaneously combined to obtain data from the same source. In using the triangulation technique, the researcher actually collects data while testing the credibility of the data.

RESULT AND DISCUSSION

The researcher will present an overview of the history, location, and vision and mission of the research object raised, namely the La Tansa Sport Digital Marketing Development Strategy Analysis with the Business Model Canvas Approach (La Tansa Sport Ponorogo Study) in chapter IV. An overview of the history of La Tansa Sport to find out the origins and purpose of the establishment of this sports equipment business. Apart from that, the location as well as the vision and mission are also needed to know the location of the position and targets to be achieved by this business in the future. Besides that, researchers will also analyze the strengths, weaknesses, opportunities and threats that La Tansa Sport has. The importance of discussing some of the points above is as a reference for discussion in subsequent chapters that are interrelated.

Discussion of La Tansa sport Business Model Canvas Analysis

The business model canvas can be interpreted in a simple way, namely a measuring tool for the accuracy of a form of business that is being carried out or will be carried out. This canvas model can make it easier for us to understand the overall picture of a business. In the business model canvas, there are 9 blocks that explain the key elements of the business. And the following is the implementation of the 9 elements of the canvas business model in the La Tansa sport business

Key Partner

Based on the results of interviews with informants, the results concluded that the parties who collaborated with La Tansa Sport were: Collaborating with

distributors or shops around Ponorogo, Collaborating with strategic partners, namely Islamic boarding schools around the Ponorogo area..

In developing a business strategy, La Tansa Sport can carry out several new business strategies so that in developing a La Tansa Sport company, it can increase sales of sports equipment products, including the following: Collaborating with brand ambassadors in widely introducing La Tansa Sport products, Increasing cooperation with agents and distributors.

Key Activities

Based on the results of interviews with the informants, the results concluded that the main activities of this sport training are: Selling products through the marketplace and also social media Making posts or content.

In developing the sports equipment business strategy, several new business strategies can be carried out so that in developing the sports equipment business, it can increase product sales, including by making interesting events through the marketplace and also social media. Create posts or content that attracts consumers.

Value Proposition

Based on the results of interviews with informants, the results concluded that the main value of La Tansa Sport products is: the main value of La Tansa Sport is that La Tansa Sport products have good quality (fabric, neat stitches, materials, original). Sports sports marketing already uses a digital marketing system where in the current era people use more gadgets in their daily life. With quality and good products, La Tansa Sport also has affordable prices for La Tansa products so that people of all ages can buy from these La Tansa Sport products.

In developing a business strategy, La Tansa Sport can carry out several new business strategies so that in developing a company, La Tansa Sport can increase their product sales, including the following: Add or create content or posts that can attract a lot of customers who are looking for a product they want..

Customer Relationship

La Tansa Sport needs to maintain good relations with customers, so that customers will be more loyal and reluctant to switch to other products. Based on the results of the interviews with the informants, the results concluded that the way to stay connected with customers and customers is: Providing friendly service to consumers who come directly or indirectly (online). Providing completeness of the products being marketed , so that consumers are satisfied with the products they are looking for .

In developing the sports equipment business strategy, La Tansa Sport can carry out several new business strategies so that in developing the La Tansa Sport company, it can increase sales of Dzikrayaat Muslim fashion products, including the following: from La Tansa Sport, use a membership program to customers so they can find out customers who buy frequently or loyal to La Tansa Sport so as to make it easier for La Tansa Sport to grant discounts or other special privileges. La Tansa Sport actively holds annual events and new product introduction events,

La Tansa is also active in give away programs aimed at consumers or La Tansa Sport members..

Customer Segments

Based on the results of interviews with informants, the results concluded that the target market targeted by sports training was: Santri and teachers of Islamic boarding schools, the general public.

In developing the sports equipment business strategy, La Tansa Sport can carry out several new business strategies so that in the development of the La Tansa Sport business unit it can increase sales of sports equipment products, including the following: La Tansa Sport targets its consumers at teenage boys who like sports or teenage women who like to exercise years / young mothers who like trendy Muslimah fashion models and cover more the Muslim community at large. Or part of sports clubs..

Key Resouces

Based on the results of interviews with informants, the results concluded that the main resources owned by La Tansa Sport for stocking sports equipment are: La Tansa Sport has the main resource requirements needed for the continuity of this sales business, namely HR assets, marketing who always get briefings in carrying out their duties to serve consumers through the media. As for physical assets, La Tansa Sport has one shop or outlet in Ponorogo.

In developing the Muslim fashion business strategy, La Tansa Sport can carry out several new business strategies so that in developing the company, La Tansa Sport can increase sales of sports equipment products, including the following: having professional marketers, who are experts in creating interesting content or developing strategies in promoting products they. as well as adding the location of outlets or shops for marketing with the aim that this sport line can spread its wings so that it can penetrate the international arena.

Channels

Based on the results of interviews with informants, the results concluded that La Tansa Sport's marketing strategy in marketing its products, namely: La Tansa Sport has various marketplaces, namely Shopee, Lazada, Tokopedia, and Bukalapak, and on social media, La Tansa Sport has social media accounts in the form of facebook and also instagram. Apart from that, La Tansa Sport also uses the Word to Mouth marketing strategy in the form of product marketing.

In developing the sports equipment business strategy, La Tansa Sport can carry out several new business strategies so that in the development of the La Tansa Sport business unit, it can increase sales of La Tansa Sport sports equipment products, including the following: La Tansa Sport creates interesting posts or Online Shop content in the Marketplace, so that many candidates consumers who are interested in visiting the marketplace from La Tansa Sport. working with Muslim/Muslimah influencers to become brand ambassadors in their marketing, using telemarketing to offer the latest and best-selling products.

Revenue Streams

Based on the results of interviews with the informants, the results concluded that sport sports did not yet have Revenue Streams.

In developing the sports equipment business strategy at La Tansa Sport, several new business strategies can be carried out so that in developing the La Tansa Sport business unit it can increase sales of sports equipment products, La Tansa Sport, including the following: providing or preparing services for servicing or repairing damaged sports equipment.

Cost Structures

Based on the results of interviews with informants, the results concluded that the costs borne by La Tansa Sport in stocking sports equipment were: building costs, electricity costs, marketing costs, water costs, employee costs.

CONCLUSION

Based on the research that has been done at the La Tansa Sport supermarket, written in the previous discussion. So it can be concluded as follows:

- a. The Key Partner component is called a partner who helps the operation of a business, when in future business development seen from the Key Partner component. The La Tansa sport company needs to work with brand ambassadors in introducing La Tansa sport products widely. In addition, to collaborating with Islamic boarding schools spread throughout Indonesia in marketing, it also adds cooperation with agents and distributors in product marketing.
- b. The Key Activities component is referred to the main activity of a company in achieving its goals. In the future development, seen from the Key Activities component, the Sports Business Unit of La Tansa can create interesting events through the marketplace and also social media, Such as events where consumers will find out the sport product. La Tansa also need to create posts or content that attracts consumer purchasing power.
- c. The Value Proposition component is an overall view of products and services, a uniqueness in the form of value or benefits. La Tansa Sport needs a business development strategy as follows: Adding content or posts that are more interesting because consumers intentionally or unintentionally would to see an interesting content it is believed to raise purchasing power for consumers.
- d. The Customer Relationship component is a types of relationships formed and determined by the company, La Tansa Sport needs a business development strategy as follows: La Tansa Sport uses a membership program for customers, so they can find out customers who often buy or being loyal to La Tansa Sport. It makes it easier for La Tansa to give discounts or other special privileges. La Tansa Sport actively holds annual events and new product introduction events, It is also active in a giving away programs aimed to reach up consumers or members.

- e. The Customer Segment component or can be called the parties that a business wants to achieve, in future development seen from the Customer Segment component. Then latansa sport needs a business development strategy as follows: latansa sport needs to add consumer segmentation to teenage men who like sports and teenage women who like to exercise and like trendy fashion models, this is because at that age both men and women have high consumptive patterns with consideration of trends or lifestyles that are hits. And latansa also targets its products for the entire Muslim community at large, both organizations and communities who want to order or buy sports equipment on a large scale.
- f. The Key Resources component is an important resource needed by the company to run the company's business model. As in sports side, a business development strategy is needed as follows: Have professional and reliable marketers in managing marketing strategies. where competitors are increasingly more sophisticated in their digital marketing. Adding the location of outlets or shops for marketing where La Tansa Sport can expand its wings, so that it can penetrate the international arena.
- g. The Channels component describes how a company communicates and reaches its customers to achieve a company's goals. Then the La Tansa Sport company needs a business development strategy as follows: the La Tansa marketing staff need to create interesting and unique content/posts to increase the attractiveness of consumers to buy products or many visits to the La Tansa Sport by social media itself. La Tansa sport products should collaborate with Muslim/Muslimah influencers to become brand ambassadors in their marketing and use telemarketing to offer the latest and best-selling products.
- h. The Revenue Streams component is additional income generated in core of sales within a company, in future development seen from this later Revenue Stream component. In future La Tansa sport needs the following business development strategy, such as providing sports equipment repair services, and repairing broken rackets, broken sports shoes.

DAFTAR PUSTAKA

- Adwiyah, Rabiatul. "Analysis of Business Plan Using Business Model Canvas (BMC) on Modern Fish Market." *MIMBAR: Jurnal Sosial dan Pembangunan* 37, no. 1 (2021)
- Bahtera, Novyandra Ilham, Laila Hayati, and Novyandri Taufik Bahtera. "BUSINESS DEVELOPMENT STRATEGY USING BUSINESS MODEL" 4, no. 1 (2020)
- Furqon, Chairul, Mokh Adib Sultan, and Fanji Wijaya. "Business Development of Coffee Farmers Group Using Triple Layered Business Model Canvas" 4, no. 4 (2019)
- Furqon, Chairul, and Mokhadib Sultan. "Business Model Canvas Analysis on Cual Weaving Industry" 1, no. 2 (2018)
- Gunawan. "Strategi Pengembangan Bisnis Keripik Bayam (*Amaranthus Hybridus*) Dengan Pendekatan Business Model Kanvas: Studi Kasus Pada CV. OAG Di Kota Makassar, Sulawesi Selatan." *Sosial Ekonomi dan Pertanian* 14, no. 1 (2017)
- Luklukmukhoyaroh, Lukluk. "Strategi Pengembangan Bisnis Dengan Pendekatan Business Model Canvas Pada Cv Ganteng Revolution." *JAMI: Jurnal Ahli Muda Indonesia* 2, no. 2 (2021)
- Muali, Chusnul, Khoirun Nisa, Universitas Nurul, and Jadid Probolinggo. "PEMASARAN SYARIAH BERBANTUAN MEDIA SOSIAL: KONTESTASI STRATEGIS" 05, no. April (2019)
- Munarsih Munarsih, Harsono Y, Jaenudin J. "PROMOTIONAL STRATEGY FOR ADMISSION OF NEW STUDENTS THROUGH DIGITAL MARKETING DURING THE COVID-19 PANDEMIC AT SDIT BINA CENDEKIA-DEPOK" (2021).
- Nurochim, Nurochim. "Analisis SWOT (Strengths, Weaknesses, Opportunities, Threats) Pusat Informasi Dan Konseling Remaja (Pik-Remaja)." *Jurnal Konseling dan Pendidikan* 9, no. 1 (2021)
- Ogi, ournawan sigit. "Strategi Pengembangan Bisnis: Pengertian Lengkap Dan Tahapannya." <https://kledo.com/blog/strategi-pengembangan-bisnis/>.
- Oktapriandi, Digdoyo, Muhammad Ridwan Andi Purnomo, and Ali Parkha. "Analisis Pengembangan Model Bisnis Pada Industri Animasi Menggunakan Business Model Canvas Yang Terbatasi Biaya." *Teknoin* 23, no. 3 (2017)

- Osterwalder, Alexander, Yves Pigneur, Alan Smith, and The Movement. Business Model Generation. Kybernetes. Vol. 41. New Jersey: John Wiley & Sons, Inc., 2012.
- Pengembangan, Analisis, Bisnis Syariah, and Dengan Business. "Analisis Pengembangan Bisnis Syariah Dengan" 3, no. 1 (2019)
- Pramana, Wahyu, Heni Noviarita, and Erike Anggraeni. "Analisis Digital Marketing Dan Literasi Ekonomi Syariah Terhadap Pendapatan Pelaku Industri Kecil Dan Menengah Di Provinsi Lampung Melalui E-Commerce" 8, no. 02 (2022)
- Pratikno, Arie. "No Title" (2020)
- Qistiya, Ommy, Dewi Turgarini, and Agus Sudono. "Strategi Pengembangan Bisnis Dalam Upaya Meningkatkan Penjualan Di Café District 29." Jurnal Manajemen Resort dan Leisure 14, no. 1 (2017)
- Rahayu, Vitria Puri, Ratna Fitri Astuti, Mustangin Mustangin, and Aisyah Trees Sandy. "Analisis SWOT Dan Business Model Canvas (BMC) Sebagai Solusi Dalam Menentukan Strategi Pengembangan Usaha Kuliner." International Journal of Community Service Learning 6, no. 1 (2022)
- Rainaldo, Wibawa, and Rahmawati. "Analisis Business Model Canvas Pada Operator Jasa." Jurnal Sains dan Seni ITS 6, no. 2 (2017)
- Rizqi, Zakka Ugih. "Penentuan Strategi Pengembangan Bisnis Menggunakan Analisis SWOT Dan Business Model Canvas," no. June (2019).
- Safitri, Irvina, Darmawan Salman, and Rahmadanah. "STRATEGI PENGEMBANGAN USAHA KULINER : Studi Kasus Warung Lemang Di Jeneponto , Sulawesi Selatan." Jurnal Sosial Ekonomi Pertanian 14, no. 2 (2018)
- Saputra, Mohamad Guruh, and Deli Silvia. "STRATEGI PENGEMBANGAN BISNIS MELALUI PENDEKATAN BUSINESS MODEL CANVAS PADA PT PITU KREATIF BERKAH" 6, no. 1 (2020).
- Sarwono, Jonathan. Metode Penelitian Kuantitatif & Kualitatif. 1st ed. Yogyakarta: Graha Ilmu, 2006.
- Science, Environmental. "Analysis of Business Development Strategies with Business Model Canvas Approach Analysis of Business Development Strategies with Business Model Canvas Approach" (2020).

Strategi, Implementasi, Pengembangan Bisnis, and Business Model Canvas.
“Implementasi Strategi Pengembangan Bisnis Dengan Business Model
Canvas” IV (2021)

Sugiyono. METODE PENELITIAN BISNIS. Edited by Suryandari Yustiyani
Sofia. ALFABETA.cv, 2017.