



## Business Development Strategy of SMEs Bunda Saung Bunda Universitas Indraprasta PGRI

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### Abstract

MSMEs in the culinary sector play an important role in advancing the Indonesian economy by providing jobs and improving the welfare of local communities. Saung Bunda, an MSME located around Campus B of Indraprasta PGRI University in East Jakarta, offers rice meals and side dishes at affordable prices for students. This research aimed to analyze how to provide meals of local specialty food and beverage dishes at an affordable price for university students. This research used the Business Model Canvas (BMC) approach to analyze Saung Bunda's business model and identify effective development strategies. The analysis results showed that Saung Bunda can improve its value proposition by adding new menus, utilizing social media for marketing, and expanding cooperation with delivery platforms. These efforts were expected to help Saung Bunda face competitive challenges and create sustainable business growth in the future.

**Keywords:** Saung Bunda, Business Development Strategy, Business Model Canvas

## Introduction

Micro, Small, and Medium Enterprises (MSMEs) are small-scale business activities to advance economic development in Indonesia (Salman Al Farisi, 2022). MSMEs have a very important role for the economic sector, especially with the increase in MSMEs in Indonesia creating jobs that can improve the welfare of local communities (Vinatra et al., 2023). One type of MSME business in Indonesia that is in great demand is in the culinary field because it can be said that cooking is one type of activity that has never been eroded by the times (Andri et al., 2023). The culinary industry is an industry that requires the storage of processed raw materials, where each material has different properties and shelf life (Hadi et al., 2020).

The campus is a place to pursue education and is also a place for students with different

educational backgrounds to the background of the students' regions of origin. One of the MSMEs that has great potential to be developed is Saung Bunda, which is located on Campus B of PGRI Indraprasta University Jakarta. This MSME is a food stall business that sells rice and Indonesian side dishes. Saung Bunda is the right choice of place to eat for students studying at Indraprasta PGRI University, this is because the price is affordable for students.

Saung Bunda was founded by a couple named Mr Suheri and Mrs Devi. This stall is located at Gg. Remaja 2 Campus B UNINDRA. The spacious layout of Saung Bunda makes students comfortable here to eat, hang out with friends, or work on group assignments. Friendly service and good taste are additional values for Saung Buunda. The business operating system at Saung Bunda is: customers come, order a menu,

find a seat, eat and drink, pay, then customers leave. The average selling price of Saung Bunda's food menu ranges from IDR 10,000.00 – IDR 18,000.00. Meanwhile, the drink menu starts from a price of Rp.3,000.00 - Rp.7,000.00. Saung Bunda's revenue in a day averages Rp.700,000.00 - Rp.800,000.00 per day with 45-50 servings per day (Santoso, 2019).

To see opportunities for business growth, of course, you must consider the potential that exists. The environment in which a business stands is constantly changing and to be able to survive in this environment, a business unit must be able to adapt to changes in its environment (Suwarni & Handayani, 2020). Because there are more and more competitors in the business environment, the greater the challenge so that it must anticipate these changes. When consumer demand is increasingly diverse, business owners need to evaluate business models and implement business continuity strategies in context.

Saung Bunda, a small and medium enterprise (SME) located near Universitas Indraprasta PGRI, has become a popular choice for students and faculty seeking affordable and quality meals. Established in 2011, this culinary business has successfully navigated the competitive landscape by focusing on customer satisfaction and operational efficiency. This study examines the business development strategies of Saung Bunda, utilizing the Business Model Canvas to highlight its key strengths and areas for improvement. The goal is to provide insights into how Saung Bunda can continue to grow and thrive in a dynamic market environment.

Business Model Canvas (BMC) is a tool used to create a comprehensive business design model to determine the achievement of business targets (Izwan Sepriyadi et al., 2023). BMC has the advantage of being able to quickly change the business model and understand the impact of changes on other business elements (Coyanda, 2020). The business model consists of four basic business blocks: supply, consumer, infrastructure, and finance. These blocks contain nine components, namely: Customer segment, Value Propositions, Distribution Channels, Customer Relationship, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure (Herawati et al., 2019). The main

objective of this research is to find an effective business development strategy for Saung Bunda by using BMC as a tool to describe the existing business model. So that it can help provide clear direction for Saung Bunda in making the right strategic decisions. Through the BMC approach, this research is expected to provide benefits for Saung Bunda in designing sustainable and innovative business development strategies.

## Method

This research was conducted at one of the business units that produce food and beverages, namely UMKM. Saung Bunda which is located at Gg. Remaja 2, RT.2 / RW.3, Gedong, Kec. Ps. Rebo, East Jakarta City. This research uses a descriptive method with a qualitative approach (Destiani Putri Utami Dkk, 2021). Research with descriptive qualitative methods is carried out by interviews and direct observation (Hanyfah et al., 2022). This research explains and describes in depth the situation or process in the object under study, namely Saung Bunda MSMEs. The key informant in this research is the owner of Saung Bunda MSMEs.

## Results and Discussion

The development of MSMEs in the culinary sector in Jakarta is currently increasingly fierce about change, competition, and uncertainty. This forces business actors to know the right strategy innovation to be able to maintain their business (Sutaat & Purwaningrum, 2024). Marketing strategy is a way to offer a product either service or goods by using tactics (Haque-fawzi et al., 2022). This can have a long-term positive impact on a business, especially to retain customers, manage existing market share, and fight competition (Ihsanul Fuad et al., 2023). Strategy is the most important thing in deciding the success of a business to achieve its long-term goals. By choosing the right strategy, the business will gain a competitive advantage (Yuliaty et al., 2020). One way to create a business strategy is to use the Business Model Canvas approach. To identify the right strategy in compiling the Business Model Canvas at Saung Bunda, it is necessary to conduct observations through interviews with the owner of Saung Bunda.

**Table 1. Business Model Canvas Transformation Design at Saung Bunda MSMEs**

Elements	Current Business Model	Model Transformation Design
<i>Customer Segments</i>	<ul style="list-style-type: none"> <li>Customers from children to adults</li> <li>Students of Indraprasta PGRI University Campus B.</li> </ul>	<ul style="list-style-type: none"> <li>Existing customer segments retained</li> </ul>
<i>Value Propositions</i>	<ul style="list-style-type: none"> <li>Good quality of raw materials.</li> <li>Strategic location.</li> <li>Affordable price.</li> <li>Varied menu.</li> <li>Delivery Order.</li> </ul>	<ul style="list-style-type: none"> <li>Existing values need to be maintained.</li> <li>Adding new menu options.</li> </ul>
<i>Channel</i>	<ul style="list-style-type: none"> <li>Direct sales.</li> <li>Through Delivery Order.</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining existing channels.</li> <li>Adding and social media as sales and promotion media.</li> </ul>
<i>Customer Relationship</i>	<ul style="list-style-type: none"> <li>Personalised service.</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining existing customer relationships.</li> <li>Making maximum use of social media.</li> </ul>
<i>Revenue Streams</i>	<ul style="list-style-type: none"> <li>Heavy food sales.</li> </ul>	<ul style="list-style-type: none"> <li>Increasing revenue sources by adding new menu variants.</li> </ul>
<i>Key Resources</i>	<ul style="list-style-type: none"> <li>Physical resources.</li> <li>Financial resources.</li> </ul>	<ul style="list-style-type: none"> <li>Requiring to add intellectual resources.</li> <li>Requiring to add human resources.</li> </ul>
<i>Key Activities</i>	<ul style="list-style-type: none"> <li>Production Activity.</li> <li>Sales Activity.</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining and enhancing existing Key Activities is necessary</li> </ul>
<i>Key Partnership</i>	<ul style="list-style-type: none"> <li>Suppliers of raw and auxiliary materials.</li> <li>Grabfood.</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining existing partners.</li> <li>Adding delivery order partners such as shopeefood and gofood..</li> </ul>
<i>Cost Structure</i>	<ul style="list-style-type: none"> <li>Fixed cost.</li> <li>Variable cost.</li> </ul>	<ul style="list-style-type: none"> <li>Needing to add customisation service fee.</li> </ul>

### BMC Analysis of Saung Bunda MSME

Saung Bunda is a Micro, Small, and Medium Enterprise (MSME) engaged in the food business. This MSME is located at Gg. Remaja 2, RT.2/RW.3, Gedong, Kec. Pasar Rebo, East Jakarta, DKI Jakarta Province. Saung Bunda has been operating since 2011, although it has relocated several times. Its current location on the roadside offers easy access for customers. The daily operations of Saung Bunda are solely

managed by the owner and his wife, with working hours from 08:00 to 22:00 WIB. Saung Bunda primarily offers a variety of chicken dishes, such as ayam geprek, grilled chicken, basil chicken, black pepper chicken, BBQ chicken, oyster sauce chicken, and chicken katsu. Additionally, they serve other dishes like fried rice, seblak, telur gimbal, and mie tek-tek.

Saung Bunda caters to customers from the vicinity of Campus B Universitas Indraprasta PGRI in East Jakarta, with a target market of chicken dish enthusiasts, particularly students due to the affordable prices. To enhance product quality, Saung Bunda selects the best raw materials, ensuring high-quality standards that encourage consumer trust. The strategic location, affordable prices, and a wide variety of menu options are additional attractions for customers. According to interview data, Saung Bunda utilizes two sales channels: direct sales at the physical location and indirect sales through delivery orders via the Grabfood application.

Saung Bunda fosters good customer relationships by providing personalized service. Customers are directly attended to whether they purchase on-site or place orders for events, requiring pre-order arrangements. The primary revenue stream for Saung Bunda comes from the sale of main dishes. This transactional revenue is generated from one-time customer payments (Suwarni & Handayani, 2020). The average monthly revenue from food sales is between Rp 21,000,000.00 and Rp 24,000,000.00. This revenue allows Saung Bunda to generate sales profits. Each business model has different asset value criteria depending on the business size (small, medium, large). The key resources of Saung Bunda include human resources (2 professional and qualified owners) and financial resources (cash and inventory), with raw materials purchased in cash from suppliers.

The key activities of Saung Bunda include purchasing raw and additional materials for food production, processing these materials into dishes, and handling transactions via delivery

orders and in-store sales. Saung Bunda collaborates with partners to optimize the business model by mitigating risks and securing necessary resources. The MSME has formed partnerships with various stakeholders to ensure effective and efficient business operations, mainly through buyer-supplier relationships. The raw materials supplied to Saung Bunda are of high quality, resulting in equally high-quality products. To market its products, Saung Bunda collaborates with the Grabfood delivery platform, reaching customers unable to visit the store. Fixed costs incurred by Saung Bunda include expenses unaffected by production volume, such as building rent, equipment depreciation, and utilities. Variable costs are those affected by production volume, including raw material purchases, auxiliary materials, telecommunications expenses, transportation, and fuel purchases.

#### **Saung Bunda Business Model Transformation Design**

The alternative business model framework focuses on the value services provided by Saung Bunda to customers to improve good relationships with customers. Value is important for customers so that Saung Bunda's relationship with customers can be established and improved. Based on the results of the analysis of the Saung Bunda MSME store business model using the Business Model Canvas, the strategy can be implemented with a transition design.

Customer segmentation at Saung Bunda is children to adults who are around campus B of Indraprasta PGRI University. In this block, there is no change, Saung Bunda remains focused on the existing customer segment. Then, the existing value propositions in MSMEs are good quality ingredients, delivery order services, and food products from Saung Bunda are easy to obtain. The existing value proposition of Saung Bunda MSMEs is maintained and needs to be added by adding new menu choices. This is necessary so that

MSMEs can find out the wants and needs of customers. The methods used by Saung Bunda MSMEs to reach customers are direct sales to consumers and sales through delivery orders. In this block, an offer is added to use social media as a service and make it easier for customers to order and get complete information about Saung Bunda's food products.

The customer relationship that exists between Saung Bunda and consumers is through personal assistance services. In this block, it is better to add maximum utilisation of social media to get closer to customers. From this media, customers can directly contact Saung Bunda to place orders, and can complain if there are orders that are not suitable. The revenue stream obtained by the company currently comes from the sale of food products. In this position, new beverage menu innovations can be added so that it can become a new source of revenue apart from food sales from Saung Bunda. The resources owned by Saung Bunda are physical resources and financial resources, and in this position it is necessary to add intellectual resources and financial resources. The physical resources owned by Saung Bunda are land and buildings, motorbikes for product delivery, displays to display products, packaging equipment, and fans. The company's main activity is marketing food products. However, it is better if there are efforts to carry out social activities that are beneficial to the community and the surrounding environment.

Saung Bunda partners currently collaborate with raw chicken suppliers and Grabfood. In this block, it is necessary to add partners who can collaborate with MSMEs. In this position, it is good for Saung Bunda to further expand cooperation and partner with other delivery order platforms such as Gofood and Shopeefood. And the cost structure incurred by Saung Bunda consists of fixed costs and variable costs. Additional activities are required in the form of customization services, for this

block Saung Bunda must incur additional costs, especially the cost of product customization services.

The study on the business development strategy of SMEs Saung Bunda at Universitas Indraprasta PGRI reveals that the enterprise effectively targets a diverse customer base, primarily focusing on students and faculty, which ensures a steady flow of customers due to its strategic location near the campus. The key value propositions of Saung Bunda, including high-quality ingredients, affordable prices, and delivery services, significantly contribute to customer satisfaction and loyalty. However, the study identifies the need for a more robust online presence to enhance customer engagement and communication. Saung Bunda employs both direct sales at its physical location and indirect sales through delivery services, but there is potential for improvement in utilizing social media for marketing and customer interaction. The primary revenue stream comes from food sales, and the introduction of new menu items, particularly beverages, is suggested to diversify revenue and attract a wider customer base. The business relies on physical and financial resources, and investing in intellectual resources, such as staff training, could improve service quality. Key activities include purchasing raw materials, food preparation, and delivery services, with a recommendation to engage in community and social activities to enhance reputation and customer loyalty. Current partnerships with suppliers and delivery platforms like Grabfood are beneficial, but expanding to additional platforms like Gofood and Shopeefood could increase market reach. The cost structure, comprising fixed and variable costs, requires effective management to improve profitability. Implementing strategies for cost management and exploring cost-effective sourcing options are crucial. Overall, focusing on enhanced customer engagement, menu diversification, operational efficiency,

partnership expansion, cost management, and community involvement can strengthen Saung Bunda's market position, improve customer satisfaction, and achieve sustainable growth in the competitive food industry near Universitas Indraprasta PGRI.

## Conclusions

Saung Bunda MSME focuses on selling rice around Campus B of Indraprasta PGRI University in East Jakarta, targeting consumers who like processed chicken at affordable prices for students. Saung Bunda improves product quality by selecting the best raw materials, maintaining their quality, and offering many menu options. Saung Bunda uses two sales channels: on-site and through delivery orders such as Grabfood. Saung Bunda's efforts in maintaining good relationships with customers include personalized service. Saung Bunda has strengths in human and financial resources and collaborates with suppliers to ensure the quality of raw materials. Saung Bunda can increase innovation by adding beverage menu options, expanding cooperation with other delivery order platforms, and considering useful social activities. By doing so, Saung Bunda can expand their market share and improve the sustainability of their business.

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