

# Strategy of Casvas Business Development Model Horticulture Industry PT.Kreasi Tani Bumiaji Sejahtera

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## ABSTRACT

PT Kreasi Tani BumiAji Sejahtera is a Social Entrepreneur-based company that emphasizes aspects of sustainable agribusiness, agroindustry and agritourism by targeting national and international markets in 2026. BumiAji Sejahtera designs a sustainable and digital-based environmentally friendly industry. increasing the added value of agricultural products with appropriate technology so as to produce local products that go global and explore the potential of tourism and creative economy based on youth empowerment and create a young entrepreneurial ecosystem in East Java. The research objectives are to identify the business model of PT Kreasi Tani BumiAji Sejahtera, analyze the strengths, weaknesses, opportunities and challenges in the global economy and build an alternative business model. The data collection procedure in this study was a structured interview assisted by a questionnaire instrument. The variables studied include Customer Segmentation, Product Value Proposition, Marketing Channels, Customer Relationships, Revenue Sources, Key Resources, Key Activities, Partnerships Built, and Cost Structure. Data were analyzed using SWOT and Interactive analysis to develop an alternative Business Model Canvas. The results of the SWOT analysis on the nine elements of the Business Model Canvas (BMC) show that the business of PT Kreasi Tani BumiAji Sejahtera implements an integrated business in the field of horticulture, including agribusiness, agro-industry, and agritourism. The business is in quadrant 1, which means it must develop a more aggressive strategy to win global competition.

**Keywords:** Strategy, Development, Business Model Canvas, Industry, Horticulture.

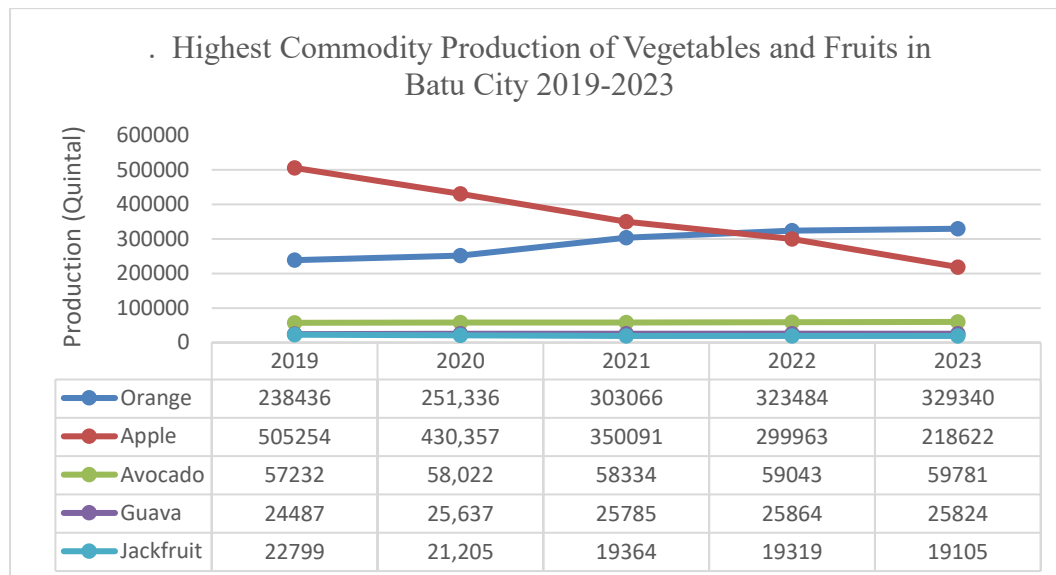
## 1. INTRODUCTION

The diversity of horticultural products, especially fruits and vegetables, has a function as a support for human life (sources of vitamins, minerals, nutrition, aesthetics and health alternatives), as well as the sustainability of ecosystems and germplasm. This sector not only functions as a food provider, but also as a significant source of income for farmers and other business actors. Batu City, especially in Bumiaji sub-district, is the main agricultural center for various horticultural products in East Java, especially fruits and vegetables. The following is data on fruit and vegetable products in Batu City for 2019 - 2023:

PT Kreasi Tani BumiAji Sejahtera is a Social Entrepreneur-based company that emphasizes aspects of agribusiness, agro-industry, and sustainable agritourism by targeting national and international markets in 2026. PT. Kreasi Tani BumiAji Sejahtera has three businesses: First, agribusiness through the cultivation of guava, orange, organic exotic vegetables, production of vegetable pesticides and organic fertilizers; second, agro-industry by producing guava chips, Crystal pastry, apple pastry, guava sale, kale chips, dried lemon, sakhe salad, kale powder, flower simplisia, ice cream, and healty drink; third, agrowisay through organic fruit and vegetable picking tours, fruit and vegetable cultivation and processing training, and digital marketing training; fourth, agrodigital with the use of AI and IoT. However, the increasingly fierce business competition requires the company's ability to develop its business in order to adapt to the times and face increasingly fierce competition (Novitha, H., et al. 2019).

The business model canvas is a business model that describes a rationale for how an organization creates, delivers, and derives value. There are 9 basic components of the business model that show how the company thinks about making money. The nine basic components include customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Osterwalder, et al. 2012). The business model canvas helps entrepreneurs develop a business plan and have a more holistic understanding of their

business (Athia, et al. 2018). The business model canvas allows companies to comprehensively plan their activities and financial results mainly depending on the variability of external and internal environmental influences, the strength of system modeling, and the direction of influence of other factors as part of the management concept, and also allows companies to not only increase revenue and profits, but also to ensure the right level of customer orientation to maintain competitiveness and business sustainability (Dudin, M. N., et al. 2015). The research objective is to identify BumiAji Sejahtera's business model, analyze the strengths, weaknesses, opportunities and challenges in the global economy and build an alternative business model.



**Figure 1.** Highest Commodity Production of Vegetables and Fruits in Batu City 2019-2023

Source: batukota.bps.go.id

## 2. RESEARCH METHODOLOGY

The research was conducted at PT Kreasi Tani BumiAji Sejahtera, located in BumiAji Sub-district, Batu City, as one of the tourist destinations as well as a supplier of fruit and vegetable products in East Java. The types of data used in this research are primary data and secondary data. Researchers obtained data by conducting interviews with the Founder of PT Kreasi Tani BumiAji Sejahtera, Farm Manager, Marketing and Agritourism Manager, Agricultural Product Processing Manager, Finance Manager, and Head of the Batu City Agriculture Office. While secondary data is supporting data obtained from related agencies, books, articles, journals, and other literature related to the research topic.

The variables studied include 9 components, namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. The data was analyzed using SWOT analysis which is divided into two, namely in the strengths and weaknesses section which is seen in the internal environment and in the opportunities and threats section which is seen in the external environment of PT Kreasi Tani BumiAji Sejahtera. The combined classic SWOT analysis is an effective way when used in looking at the Business Model Canvas components in detail and can be a business model update (Osterwalder, et al. 2017). SWOT analysis uses weighting through the use of the Internal Factor Evaluation (IFE) Matrix and the External Factor Evaluation (EFE) Matrix. The results of the calculation obtained a score to determine where the position of BumiAji Sejahtera based on the quadrant of the IE matrix. The last stage is to design a new business model by proposing strategic improvements to the business model that has been designed.

## 3. RESULT AND DISCUSSION

PT Kreasi Tani BumiAji Sejahtera obtained a business license as an individual company (SIUP, TDP, BumiAji Food trademark) in 2012. In 2014, the company has been able to manage 700 m<sup>2</sup> of land with 60 Crystal guava trees which are processed into chips with 2 workers. Over time, the company's assets continued to grow with the guava plantation area becoming 3000 m<sup>2</sup> with a population of 300 trees. Through access to KUR, research and development and utilizing IoT, the company turned into CV. Agrijava Nusantara with Agroindustry and Agritourism business units with a workforce of 10 people.

In 2024 the company changed to PT. Kreasi Tani BumiAji where it partners with more than 50 farmers with 10,000 trees, SNI Organic and Halal certified products, B to B with export product marketing corporations. PT Kreasi Tani BumiAji Sejahtera has a simple organizational structure consist of CEO PT Kreasi Tani BumiAji Sejahtera, Finance & Administration Manager, Farm Manager, Marketing & Agritourism Manager, dan Manager of Processed.

The results of identifying the business model of PT Kreasi Tani BumiAji Sejahteta in the nine omponents of the business model canvas (BMC) used can be explained as follows:

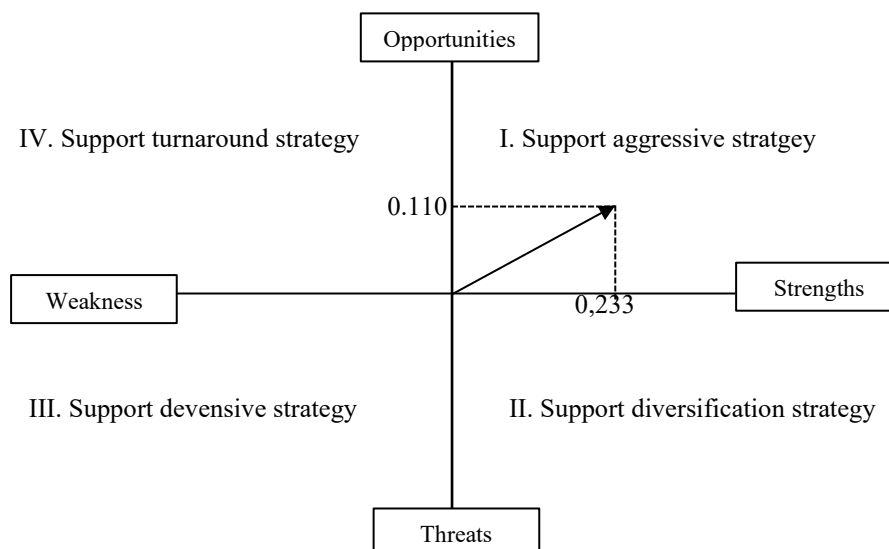
**Table 1.** IFAS Matrix of PT. Kreasi Tani BumiAji

| Factors Strengths (S)   | Quality | Rating | Score |
|---|---------|--------|-------|
| Key Partner : The relationship between farmers, government, academics, corporations, input producers, and equipment suppliers is very good.   | 0,048   | 3      | 0,143 |
| Key Activities : Agribusiness, agroindustry, agritourism, and agrodigital   | 0,043   | 3      | 0,128 |
| Key Resources : Human resources, standardization, and adequate production and distribution facilities   | 0,060   | 3      | 0,181 |
| Value Proposition : Quality healty products, fresh, dried, chips with adequate price  | 0,048   | 3      | 0,145 |
| Customer Relationship : Good relationship with customers through social media, privileges & members, and education  | 0,038   | 3      | 0,113 |
| Customer Segments : Customer loyalty (modern retail, resellers, neighborhood communities, government, corporations, e-commerce platforms, tourists etc.)                            | 0,044   | 4      | 0,131 |
| Channel : B to B (Indomarco, Indogrosir, Lottemart Group, Sayurbox, Hocky Surabaya, Golden Tulip, Aston, Biro Travel, ASITA, ASPI, BAPTA). B to C (Bumiaji.id, Tokopedia, Whatsapp) | 0,063   | 2      | 0,125 |
| Cost Structure : Investment cost, Fixed cost, Variable cost   | 0,051   | 3      | 0,152 |
| Revenue Streams : Product sales, Trainers and speakers, digital content monetization  | 0,052   | 4      | 0,208 |
| Amount  | 0,446   |        | 1,327 |
| Weakness Factors (W)  | Quality | Rating | Score |
| Key Partner : Limited owned partners  | 0,073   | 3      | 0,220 |
| Key Activities : Weak supply chain  | 0,041   | 1      | 0,041 |
| Key Resources : Lack of competent human resources   | 0,076   | 2      | 0,152 |
| Value Proposition : Seasonal business products  | 0,041   | 2      | 0,082 |
| Customer Relationship : Lack of promotion   | 0,059   | 2      | 0,118 |
| Customer Segments : Consumers are still limited   | 0,067   | 1      | 0,067 |
| Channel : Do not have supporting export documents yet   | 0,081   | 3      | 0,243 |
| Cost Structure : Not yet partnered with investors   | 0,060   | 1      | 0,060 |
| Revenue Streams : Less than maximum profit  | 0,062   | 2      | 0,124 |
| Amount  | 0,554   |        | 1,094 |
| Total   | 1       |        | 2,421 |
| S -W Difference   |         |        | 0,233 |

**Table 2.** EFAS Matrix of PT. Kreasi Tani BumiAji

| Opportunities Factors (O)  | Quality | Rating | Score |
|--|---------|--------|-------|
| Key Partner : Expanding supplier network   | 0,051   | 3      | 0,153 |
| Key Activities : Diversification of agricultural business base                     | 0,046   | 3      | 0,138 |
| Key Resources : Leveraging technological developments for production and marketing | 0,060   | 2      | 0,120 |

| Opportunities Factors (O)   | Quality | Rating | Score |
|---|---------|--------|-------|
| Value Proposition : Primary needs products  | 0,053   | 3      | 0,159 |
| Customer Relationship : Running an online business  | 0,050   | 3      | 0,150 |
| Customer Segments : Opening the export tap  | 0,044   | 4      | 0,176 |
| Channel : Becoming part of the KEMENKOP startup incubation program gives you the opportunity to get investors and mentoring | 0,046   | 3      | 0,138 |
| Cost Structure : Production cost efficiency   | 0,037   | 4      | 0,148 |
| Revenue Streams : Increasing number of tourists   | 0,039   | 3      | 0,117 |
| Amount  | 0,426   |        | 1,298 |
| Threats Factors (T)   | Quality | Rating | Score |
| Key Partner : Business competition  | 0,089   | 4      | 0,356 |
| Key Activities : Extreme climate  | 0,085   | 2      | 0,170 |
| Key Resources : Economic instability affects the supply of resources  | 0,048   | 1      | 0,048 |
| Value Proposition : Business competition between similar companies  | 0,053   | 1      | 0,053 |
| Customer Relationship : Span of control limitations   | 0,054   | 2      | 0,108 |
| Customer Segments : Wider segment differentiation   | 0,054   | 2      | 0,108 |
| Channel : The number of business partner interests  | 0,077   | 3      | 0,231 |
| Cost Structure : Increase in input costs affects production costs   | 0,055   | 1      | 0,055 |
| Revenue Streams : Climate change affects income   | 0,059   | 1      | 0,059 |
| Amount  | 0,574   |        | 1,188 |
| Total   | 1,000   |        | 2,487 |
| S -W Difference   |         |        | 0,110 |



**Figure 2. SWOT Analysis Diagram**

The results of the SWOT analysis diagram in tables 1 and 2, the IFAS value is 0.233 and the EFAS matrix is 0.110 indicating that PT. Kreasi Tani BauniAji Sejahtera is in quadrant I. This means that PT. Kreasi Tani BumiAji Sejahtera has a very advantageous position. This is because the strength and opportunity factors can be utilized to overcome weaknesses and threats, so that the strategy implemented is an aggressive growth policy.

Based on the results of the SWOT diagram, improvements were made by designing a new canvas business model proposal at PT. Kreasi Tani BumiAji Sejahtera into nine elements of the business model canvas (BMC) shown in Figure 4.

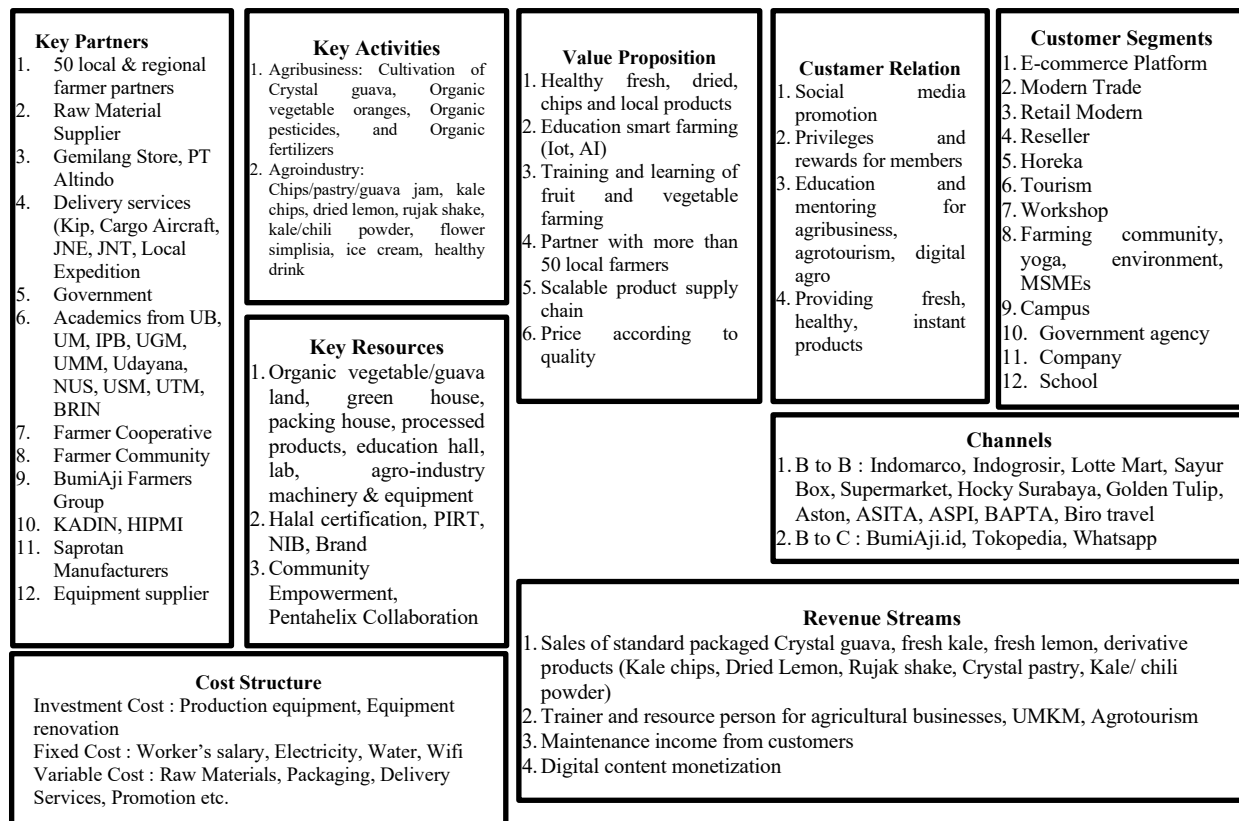


Figure 3. Canvas Business Model of PT. Kreasi Tani BumiAji Sejahtera Alternative

## 2.1. Key Partners

BumiAji Sejahtera has established partnerships with several types of partnerships. Partnerships with farmers are based on the motivation to build a sustainable marketing system, increase product competitiveness, and ensure farmer welfare through wider access to the market. Cooperation with fostered farmers is also necessary, aiming to obtain industrial raw materials during harvest and not sell them to competitors. In addition, cooperation with distributors is needed to support the expansion of market share (Suwarni, E., et al. 2020). PT. Kreasi Tsani BumiAji Sejahtera's business partners : Farmer partners (24 Crystal guava fermer partners and vegetable nurseries inBatu City; Pagkaginar Partners (CV. Gemilang, CV. Toko Ringgit Malang); Distribution Partners (Lai Lai supermarket, WESB Batu, Hokky supermarket, Indomarco, Sayurbox); Tourism Marketing Partner (Kaliwatu Batu, Apple Sun, Indonesian Tourism Association, Indonesian Tourism Association /ASPI, Indonesian Travel Agencies Association /ASITA).

In addition to collaborating with main partners, PT. BumiAji Sejahtera collaborates with researchers and academics. This collaboration includes research activities, community service, and student internship programs. BumiAji Sejahtera received grant equipment from researchers with the aim of increasing productivity such as: ovens, dehydrator machines, packing conveyor machines, and others.

## 2.2. Key Activities

PT. Kreasi Tani BumiAji Sejahtera develops three main sectors in its business, namely agribusiness, agroindustry, and agrotourism. In the agribusiness sector, it cultivates various horticultural products such as crystal guava, kale, and lemon, and produces liquid organic fertilizer to support more sustainable agriculture. In the agroindustry sector, agricultural products are processed into various value-added products, such as guava chips, crystal pastries, rujak shakes, kale powder, kale chips, chili powder, and dehydrated lemon. Meanwhile, in the agrotourism sector, BumiAji Sejahtera presents an educational tourism experience through organic fruit and vegetable picking tours and various training programs, including agricultural cultivation, agricultural product processing, and digital marketing. With these three sectors, BumiAji Sejahtera strives to create an integrated, innovative and sustainable agricultural ecosystem. A technology-supported business ecosystem (such as the Internet of Things, blockchain, and big data) can increase

transparency and efficiency of the supply chain. A supply chain integrated in an adaptive business ecosystem is more resilient to external disruptions, such as climate change or logistics disruptions.

### **2.3. Value Proposition**

PT. Kreasi Tani BumiAji Sejahtera provides valuable horticultural products that are not only environmentally friendly but also healthy, and free from hazardous chemical residues with LeSOS organic certification. The products produced, such as crystal guava, kale, and lemon, have high nutritional content and are supported by a post-harvest processing system and a fast distribution process to ensure freshness is maintained until they reach consumers. Various processed products to increase added value, such as rujak shake, pastry krystal, and guava chips from crystal guava; kale powder and kale chips from kale; and dehydrated lemon have halal certification and PIRT legality, which further strengthens consumer confidence in the quality and safety of BumiAji Sejahtera products (Widayanto, M. T., et al. 2020).

### **2.4. Customer Segment**

PT. Kreasi Tani BumiAji Sejahtera targets the main customer segment, namely modern retail such as supermarkets and souvenir shops. This segment is a priority because it has middle to upper class customers who are looking for fresh vegetable raw materials and quality processed products. BumiAji Sejahtera also targets tourists as a customer segment because Batu City has a cool climate and a superior agricultural sector, making it an attractive tourist destination for many visitors (Diskominfo. 2022). This segment is reached through the Self-Help Agricultural and Rural Training Center (P4S) managed by PT. Kreasi Tani BumiAji Sejahtera. Through this program, BumiAji Sejahtera products can be better known and reach more potential customers.

### **2.5. Customer Relationship**

The relationship built by BumiAji Sejahtera with customers is not only through social media, e-mail, and telephone, but also through the Center for Agricultural and Rural Self-Help Training (P4S) which plays a role in the field of education and agribusiness assistance. Customer service is provided to directly contact customers via e-mail and product telephone to ensure customers get the information and solutions they need, thereby increasing customer loyalty and satisfaction. Commitment to sustainable products is also a priority for BumiAji Sejahtera in building long-term relationships with customers. In addition, consumer trust continues to be strengthened through transparency in the production process, quality assurance and mutually beneficial partnerships to maintain a closer and more sustainable relationship between BumiAji Sejahtera and customers (Hartatik, & Baroto, T. 2017).

### **2.6. Key Resources**

The main resources owned by BumiAji Sejahtera include: First, physical resources: Office building (organic vegetable land, Green House, Packing House, Processed Production Area, Crystal guava land, education hall), equipment (oven, dehydrator machine, packaging conveyor machine, heavypack packing machine, pasta maker, and blender) and 2 operational cars; Second, human resources with 6 employees and 20 student interns; Third, sources of raw materials such as: crystal guava, kale, and lemon, packaging products (net foam fresh crystal guava, rujak shake packing, crystal pastry packing, and others) so that machines are needed to anticipate increased production capacity. In addition, additional workers are needed who master the operation of online marketing platforms to support market competition towards digital marketing (Rukka, R. M., et al. 2018).

### **2.7. Channels**

BumiAji Sejahtera has two main marketing channels, including marketing through tourist visits and P4S participants, as well as sales in modern retail (Lai Lai supermarket, WESB Batu, Hokky Supermarket Surabaya, Sayurbox, and others) and indirect channels are carried out through digital platforms such as Instagram and WhatsApp which allow customers to get information about horticultural products such as the use of websites, Facebook, Instagram, and online stores as services in the ease of ordering and obtaining product information.

### **2.8. Cost Structure**

The cost structure incurred by the Budi Bawang Merah UKM is fixed costs and variable costs. Fixed costs consist of land, warehouse, pick up, agricultural inputs and digital scales. Variable costs consist of crystal guava, kale, lemon, and other supporting materials such as pastry skin and materials for making scissors packaging, fuel, electricity bills,

salaries of plantation officers, and maintenance of production equipment. In supporting the implementation of online marketing, PT. Kreasi Tani BumiAji Sejahtera needs to issue an additional cost structure, namely the cost of creating and managing social media (Fahmi, R. R., & Hayati, M. 2020).

## 2.9. Revenue Streams

The main revenue comes from direct sales to consumers who come directly to the location, whether individuals, tourists, or P4S training participants. In addition, BumiAji Sejahtera also runs wholesale sales by supplying products to modern retailers, such as supermarkets and souvenir shops. Partnerships with modern retailers ensure stable and sustainable income through regular product deliveries. To strengthen revenue sources, BumiAji Sejahtera needs to expand the market for processed horticultural products, such as guava chips, kale powder, and pastry crystals. With the right marketing strategy and diversification of distribution channels, these processed products have great potential to increase revenue and strengthen business sustainability in the agribusiness and agro-industry sectors.

The development of horticultural products in BumiAji Sejahtera not only contributes to the provision of healthy food, but also supports the sustainability of the agricultural sector and strengthens the local economy (Soesilowati, E., et al. 2024). In an effort to market processed horticultural products, BumiAji Sejahtera still faces challenges, namely the limited distribution reach, especially for processed products, which is still an obstacle to expanding the market, especially outside Batu and its surroundings. Through the implementation of the right canvas business model, targeted marketing strategies, and sustainable product innovation, BumiAji Sejahtera has great potential to expand market reach in both the fresh and processed product sectors. Strong institutions need to be developed not only to strengthen the internal scope, but also to strengthen between business actors in other supply chains (Soesilowati, E., et al. 2016). Therefore, strong partnerships with various parties, including farmers, academics, and industry players need to be strengthened to strengthen a sustainable agribusiness ecosystem.

## 3. CONCLUSION

PT. Kreasi Tani BumiAji Sejahtera implements an integrated business in the horticulture sector, including agribusiness, agroindustry, and agrotourism. The business is in quadrant 1, which means it must be more aggressive to win global competition. The products offered have environmentally friendly and healthy added value. The use of digital platforms (websites, social media, and online stores) on channels. Relationships with customers are built through educational and mentoring services. Support from natural resources, human resources, and strategic partnerships with farmers, academic institutions, and distribution partners also strengthen business sustainability.

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