

IMPLEMENTATION OF MRS RIA WOVEN BAG PRODUK INNOVATION TO INCREASE COMPETITIVENESS THROUGH THE BUSINESS MODEL CANVAS APPROACH

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ABSTRACT

Introduction/Main Objectives: Mrs Ria woven bag industry is currently improving its product innovation by displaying superior products that have differences with unique characteristics, making this industry has great potential to be able to increase sustainable competitiveness. **Background Problems:** The decline in sales in Mrs Ria woven bag industry is due to the many competitors of similar products and also not having a Business Model Canvas strategy in running her business. **Novelty:** The update of my research is that it examines different topics and locations. **Research Methods:** This research used a descriptive qualitative approach. Observation, interviews, and documentation were used to collect data. Source triangulation was carried out by interviewing 3 sources, namely the owner, employees and buyers. Data analysis techniques included data reduction, data presentation, conclusion drawing, and Business Model Canvas. **Finding/Results:** The results showed that Mrs Ria woven bag industry has increased its excellence by implementing creative industry products, but the problem is that it does not yet have a business model approach for its business. Whereas through the BMC approach brings innovation and better changes to increase competitive advantage in similar businesses. **Conclusion:** new innovation that are better for increasing competition in Mrs Ria woven bag industry are in several blocks such as The customer segment block, customer relationship and channel are where these changes and innovations occur.

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1. Introduction

In the era of globalisation, business is easier to operate today, marked by the rapid advancement of technology and information flow. Indonesia's economy is experiencing very rapid growth, especially in the craft, food and fashion sectors. With this development, every business must have enough competitiveness to compete with all the same companies. With the development of a business field, more similar businesses will inevitably emerge, as is the case in the craft industry which results in increasingly competitive business competition.

The city of Kediri in East Java has tremendous potential for creative industry development. (Sardanto, 2016). The city government invites creative industry players to work together to increase the city's potential in the industrial era 4.0. The woven handicraft business that developed in the village of Kayan Kidul Kediri is mainly in the woven bag industry of Mrs Ria. The craft of weaving has been carried out for generations by the people of Kayen Kidul Village, starting from customary practices to becoming a family business. Small and medium-sized woven handicraft businesses greatly help the economy of the village community. Small businesses have the ability to survive the crisis by utilising local resources such as raw materials, capital, and human resources (Christanti et al., 2017).

The lack of business innovation is a major problem in dealing with problems that occur in the business world, both small and medium scale, to maximise business innovation, the company has a big challenge for each company marketing of the survival of a company, because creative product innovation will make a company still exist even though the company has been established for a long time (Sa'adati et al., 2019).

The phenomenon that occurs in this condition causes sales to decline because in the woven bag industry Mrs Ria also does not have a Business Model Canvas strategy in running her business. This industry is not clear in determining business goals and does not have a specific strategy in running its business to be able to compete. This is in accordance with the opinions of the owner and employees that this industry runs a business only paying attention to products that need to be developed but not looking at broad market segmentation. As a result, they have no business plan and low competitiveness, which is the weakness of their business.

In order for Mrs Ria woven bag industry to be able to compete with competitors, innovation strategies can be carried out by making different and unique products and carrying out strong marketing to ensure that these products can be known and demanded by the target market according to their needs, product innovation and marketing strategy adjustments are very important to anticipate and respond to changing trends in market needs quickly. woven bag handicraft industries must continue to evaluate and optimise their creative and marketing strategies so that by making these innovations they will gain a sustainable competitive advantage.

Product creativity is one of the many factors that determine competitive advantage. Every company is required to produce innovative products. Creativity is a person's ability to generate new ideas and interpret problems and opportunities in different ways. Entrepreneurs are educated to think uniquely, which is different from most people. Because if they think like most people, there will be no interesting value. Products will be in demand only if they contain unique value that can be achieved through creativity.

To maintain a competitive advantage, the author has selected several studies that are based on scientific research from previous researchers. Study of (Itta et al., 2021) discusses Business

Model Canvas as an alternative to straw craft business. (Ardhana et al., 2022) and (Yunita Khusnul Nafi'ah, 2022) discusses the application of the craft business model. (Rahmawati & Setiawan, 2022) and (Lestari & Sardanto, 2021) discusses Business Model Canvas (BMC) and SWOT analysis to improve marketing and business competitiveness. Another study from (Yulia Putri et al., 2023) discusses the analysis of business development through Business Model Canvas. While my research discusses the implementation of product innovation from Ibu Ria's woven bag industry to improve competitiveness through Business Mode Canvas.

One of the efforts to develop the woven bag industry in order to remain competitive is by developing an innovation strategy in the canvas business model described by (Alexander Osterwalder&Yves Pigneur, 2014), The Business Model Canvas consists of nine blocks known as "business building blocks" containing key points that explain how an organisation can generate profits and benefit its customers. Some parts of the Business Model Canvas are Customer Segment, Value Proposition, Channels, Customer Relationship, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure.

In the current industry, this business model is useful because it allows Ibu Ria's woven bag industry to understand the future value of the company and how the overall business runs. Business Model Canvas (BMC) is essential for designing business model innovations. (Narto, 2017). BMC is one of the tools designed to help companies have a more accurate understanding of the business they are running. In this case, Ibu Ria's woven bag industry has the ability to compete with business competition that is increasingly innovative every year if BMC is implemented properly and in accordance with the target.

The formulation of the problems in this study is how the implementation of Ria's mother's woven bag product innovation in increasing competitiveness through the Business Canvas Model approach and whether there are new innovations to be able to increase competitiveness in her woven bags. From this background, this research aims to find out new changes in Mrs Ria's woven bag industry in increasing competitiveness through the Business Canvas Model approach.

2. Literature Review

2.1 Innovation

According to (B.D.Prasetyo, 2020:37) Product innovation is an exciting new inspiration that can be developed and used for exciting developments and strategies. So, to compete with other companies, innovation must continue to be done. According to Abdjul et al. (2018), Product innovation is a way to provide additional points, which is an important part of successful business operations so that it can provide a competitive advantage for businesses that require high-quality products.

According to (Setiadi J Nugroho, 2019), product innovation includes any idea or product that is perceived as new by buyers. Innovation, according to (Yuningsih & Silaningsih 2020:182) is the introduction and application of new ideas, processes, products, and procedures to the unit to which they apply with the aim of providing benefits to individuals, groups, organisations, and society as a whole. According (Putri, 2017), Product innovation is defined as new products of goods and services that are fundamentally different from the products that have been marketed by the company.

Product innovation is a change in the data set related to efforts to increase or improve existing resources, for example by changing the product to make it more valuable, creating something new and different, namely by changing materials into resources and combining these resources to produce innovations or product specifications that are more productive, directly or indirectly influenced by the certainty of profit and loss or the time needed to complete the product, so as to gain an advantage over competitors.

2.2 Competitiveness

Competitiveness, according to (Asmara & Rahayu, 2019) is an effort made by business actors to survive in their company. MSMEs must pay attention to competitiveness, especially in terms of products, because this competitiveness is what makes them able to survive in the midst of a difficult business world. Here are four aspects of company competitiveness.

According to (Rifki Mohammad & Idris Yanto Niode, 2020) Competitiveness is a company's strategy to outperform competitors in the same field. In reality, the determination of a more efficient strategy will be made after the company identifies its generic strategy to be implemented.

Industry competitiveness is defined as the ability of a firm, industry, or country to generate a level of income and employment high enough to compete with other firms on a global level starting with assessing the industry as a whole. (Muhammad Wasif Zafar, Shah Saud, 2019).

2.3 Business Model Canvas

Simply put, the business model canvas, or Business Model Canvas (BMC), is the process of how a business creates value and profits from that value in a sustainable way. BMC is a tool created by (Alexander Osterwalder & Yves Pigneur, 2019) to assist budding entrepreneurs and business organisations in identifying and analysing their business models. BMC makes business concepts simple. The business plan consists of nine main elements that are integrated so that it includes internal and external strategy analyses.

The nine model blocks in the Business Model Canvas are as follows :

1. Customers Segment:

To start, companies must determine who they will help. The organisation may decide to cater to one or more segments, and the tasks of each segment will form another part of the business model.

2. Value Proposition

Value propositions provided by the organisation to the market segments served These value propositions will influence certain customer groups, or vice versa.

3. Channel

Methods for conveying product value to specific customer groups are provided. Chennel can do many things, from raising customer awareness to providing after-sales service.

4. Revenue Stream

Organisations and companies earn money from customers. However, there are some organisations that benefit from other sources than direct customers.

5. *Customer Relationship*

This component shows how an organisation maintains relationships with its customers.

6. Key Activities

This component is the company's main activity in the creation of the product value proposition by determining the amount of costs used to run the business with the aim of providing a value proposition to customers.

7. Key Resource

These typically consist of people, technology, equipment, channels and brands, used by organisations to deliver value proposals.

8. Key Partnership

Are resources that are used to create a value proposal, but the organisation does not have. Outsourcing, joint ventures, joint operations, or strategic alliances are some examples of key collaborations that can be used.

9. Cost Structure

The collection of costs used to run a business with the aim of creating a value proposal that will be delivered to customers. An effective cost structure is essential to generate profits for the company.

3. Method, Data, and Analysis

The research conducted uses a qualitative approach where researchers must carefully investigate an activity or event that occurs to understand existing phenomena (Sugiyono, 2019) in Mrs Ria's woven bag industry. This type of research uses a descriptive method to collect information about the application of product innovation for Ibu Ria's woven bags, so that researchers can tell in the form of a narrative how the implementation of product innovation can increase competitiveness in Mrs Ria woven bag industry.

Mrs Ria's woven bag industry is located in Ngandong Hamlet, Nanggung Village, Kayen Kidul District, Kediri Regency. Researchers chose to conduct this research because it is closer and this industry is well known so that it can grow rapidly in business competition in the same field.

Researchers conducted this research process in several stages. The first is the pre-field stage, then the process stage in the field, the data analysis stage, the conclusion stage, and the results reporting stage. This information was obtained directly from buyers and the owner of Mrs Ria's woven bag industry. (Sugiyono, 2019) states that the author chooses informants because they believe they have relevant information about the research subject. The process of selecting sample information according to the researcher's criteria is described in Table 3.1.

Table 3.1 Informant Descriptive

No	Name of informant	Description
1	Mrs Ria	Owner of the woven bag handicraft industry
2	Mrs Yati	As an employee of the woven bag craft industry and considered capable of providing clear information
3	Mrs Binti	As a customer who has often ordered woven bags in Ibu's woven industry and often has a communication relationship with the owner of the industry.

Secondary data is used in this paper in the form of field conditions obtained through documentation and observation and in the form of supporting documents such as historical records, evidence, or reports collected in published archives. This secondary data source is given to

the data collector in this paper indirectly because it is obtained from the results of documentation and observation.

This study used in-depth observation to obtain information about Mrs Ria woven bag craft industry in Plemahan Kayen Kidul. The author interviewed the owner, employees, and consumers of Mrs Ria woven bag industry. This documentation study used a notebook, stationery, and a camera to take photos. The author visited Mrs Ria woven bag industry directly and took photos, recordings, and notes on the company's vision and mission, organisational structure, information about employees, and pictures of the bag-making process.

The three main components of the data analysis process before being able to make conclusions about what was encountered. The data analysis process is carried out by reducing data which means describing, selecting what is important, and focusing on what is important, presenting data after the data has been reduced. For qualitative research, data is presented in the form of a brief description so that it is easier to understand what is happening. Researchers began to make efforts to draw conclusions and verify every aspect of data reduction and presentation when the data was collected until the end.

The data validity method used in this research is Source Triangulation. This method is used to compare and evaluate the level of confidence of data obtained from qualitative research conducted with various tools and time as a comparison. The Triangulation method is a process of comparing data or information. Researchers get a complete picture of certain information and ensure that the information is correct by using documentation, interviews, and observations.

4. Result and Discussion

Interview Results

1. Product Innovation

Is product innovation in Mrs Ria's woven bag industry very important for the sustainability of her business?

Owner : "Very important, mbak. Without innovation or new product models, the product will stagnate and lose to its competitors. The innovation that I use is mainly from the raw materials I use and the design of motifs that are unique and in accordance with consumer tastes".

Employee : "Yes, ma'am, we do product innovation to make new products that can excel from competitors, in the past this industry only made bags made for celebrations but now it can also make bags that match the trend of young people".

Buyer : "In the woven bag industry, product innovation is very important. Mrs Ria made a new product yesterday, and they can also make motifs according to buyers' requests".

According to the interview, Mrs Ria woven bag industry is conducting business innovation by creating new products to compete with competitors, especially in terms of the materials used and unique motifs that distinguish it from other woven products.

2. Business Model Canvas

a. Customer Segment

Who are the customers or product enthusiasts in Mrs Ria's woven bag industry?

Owner : "People who often come here are mostly interested in handmade products, especially mothers because many order grocery bags for the market sometimes also for celebrations. There are also people who like environmentally friendly products and also those who like local products, especially young people because here also provide bags that are in line with current trends."

Employee: "If the products from Ria's mother, the enthusiasts are mostly village mothers who come there and mostly buy for celebrations, while young people sometimes buy mini bags for souvenirs."

Buyer : "As far as I know, it's mothers, but now there are also more young people interested because they can also order according to our wishes."

b. Value Proposition

How does Mrs Ria woven bag industry create a value proposition for its products?

Owner: "The advantage of this product is that it still uses ATBM (non-machine tools) because nowadays technology mostly uses machines, and I think the quality is better than machines because it can be made painstakingly. Another advantage of this product is that the colour does not fade quickly and I make unique motifs according to customer requests."

Employee: "The manufacturing process still uses ATBM (non-machine tools), then what becomes the value proposition is that the premium material is not easily damaged, sometimes there are woven bags that are exposed to heat, the colour is also not easy to fade, and has unique motifs and designs."

Buyer: "Yes, the material is durable, the colour is also not easy to fade, and the motifs are also unique and varied"

c. Channel

What tools does Mrs Ria woven bag industry use to introduce products to the right target audience?

Owner: "The channel is related to product marketing, so the way this industry communicates with its customers is through social media, the social media used is Facebook and Instagram and sometimes also promotions via whatshap. In addition, I participate in bazaar exhibitions in the village like that."

Employee: "the method that has been carried out by this industry is through social media platforms such as Instagram, and Facebook but sometimes they also sell online following the exhibition bazaar."

Buyer: "as far as I know, it is on Instagram and Facebook, but for direct marketing, usually at village bazaars and at home."

d. Customer Relationship

How do you build and maintain strong customer relationships in Mrs Ria woven bag industry?

Owner: "I try to provide and maintain good product quality so that buyers are not disappointed and remain regular customers. I also establish good relationships

with customers by communicating in two directions so that I can correct mistakes and order products according to their wishes."

Employee: "Here, maintaining the quality is the most important thing because that is the main point of the customer and here also serving orders both directly and not still responded well because it establishes good relations with customers so that it is good from both sides."

Buyer: "In my opinion, this industry can retain its customers by maintaining quality and communicating well with customers that I know from my purchasing experience."

e. Revenue Stream

Which revenue streams are the sources of income for Mrs Ria woven bag industry?

Owner: "My income stream is only from the sale of bag products, while there are no other products that I sell."

Employee : "Only from the sale of woven bag products."

Buyer: "As far as I know, this industry still sells only woven bag products, so the possibility of income from that alone."

f. Key Resources

What are the resources required by Mrs Ria woven bag industry to operate effectively and deliver products well?

Owner: "My biggest assets are my employees and also the tools for making woven bags and then having a location to set up this business because if we don't have complete business facilities and labour the business cannot operate to fulfil orders from consumers."

Employee: "The main assets in my opinion are materials and labour and the manufacturing location is also a supporting asset in making these woven bags."

Buyer: "In terms of assets, employees and manufacturing process equipment are usually the most important"

g. Key Activity

In order to achieve success in its operations, what important activities should Mrs Ria's cosy bag industry undertake?

Owner: "For the activities that I do first, namely purchasing raw materials, if the raw materials are available, then enter the process of making products with my labour, then if the product is finished, I will immediately market it online or purchase it directly."

Employee: "according to me, there are only 3 processes, namely purchasing raw materials for the product, then the manufacturing process and then directly marketed to consumers"

Buyer: "I don't know about the whole activity. I only know from TV for the production process of making and also marketing."

h. Key Partnership

Are there any parties that can be worked with in order to optimise the development of this industry?

Owner: "Yes, at the beginning of the establishment of this industry, I was helped by the village-owned enterprise for the introduction of products and how to make them, then I dared to open this business and there were also many enthusiasts so I also cooperated with resellers who wanted to sell my products, for online purchases I cooperated with expedition services as well."

Employee: "The cooperation is with the village council, the first and second is with resellers because the sales are already quite well known to many people."

Buyer: "What I know is that I work with resellers and expedition services, but I also heard that the owner participated in training from the village."

i. Cost Structure

What costs are incurred in carrying out operational activities in this woven bag making business?

Owner: "The first cost incurred is for the purchase of the main raw material, namely pandan leaves and the purchase of tools, namely yarn needles scissors, then the cost of purchasing colouring paint, the last is the cost of paying labour"

Employee: "definitely for the purchase of raw materials and tools and also wages for employees"

Buyer: "In my opinion, to buy the materials needed and the tools and wages for employees to make them more enthusiastic about their work."

Researchers put the data they collected into the nine blocks of the business model canvas. The following figure shows how the Business Model Canvas is applied to Ibu Ria's woven bag industry:

Figure 1. Business Model Canvas Condition Mrs Ria Woven Bag Industry

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ol style="list-style-type: none"> Village-owned enterprises Reseller Expedition service 	<ol style="list-style-type: none"> Purchase of raw materials Production process Product marketing 	<ol style="list-style-type: none"> Using manual tools instead of machines The premium material is not easily damaged The colour does not fade easily Has a unique motif and according to the buyer's request 	<ol style="list-style-type: none"> Maintain product quality Establish good relationships with customers Setting the right price 	<p>Demographics:</p> <ol style="list-style-type: none"> Adults <p>Geographic:</p> <ol style="list-style-type: none"> Java island <p>Psychographic:</p> <ol style="list-style-type: none"> Home Made enthusiasts Lovers of environmentally friendly products Lovers of domestic products
	<p>Key Resources</p> <ol style="list-style-type: none"> Location Production Equipment Labour Force 		<p>Channels</p> <ol style="list-style-type: none"> Instagram Exhibition 	
<p>Cost Structure</p> <ol style="list-style-type: none"> Purchase of main ingredients Purchase of thread and sewing needle Colouring paint Tool maintenance Employee salary 			<p>Revenue Streams</p> <ol style="list-style-type: none"> Revenue from sales of bag products 	

3. Development Business Model Canvas

a. Customer Segmen

To identify the customer segment of the woven bag industry, Ria's mother can use

- Demographics, namely the population from adults to the elderly.

2. Geographic: bag sales are spread throughout the island of Java
 3. Psychographic: consumers of these woven bags are mostly fans of handmade products, environmentally friendly products, and domestic products.
- b. Value Proposition
- This block is the value benefit that the company offers to its customers. To increase the value proposition in the woven bag industry, MrsRia uses simple tools instead of machines so that product manufacturing can be done painstakingly, this industry also provides the best product quality by finding premium raw material suppliers. In addition, the added value provided by the selection of colouring quality so that the colour is guaranteed and does not fade easily.
- Another innovation is to create a new product design that is unique and different so that it has a characteristic as a differentiator of craftsmen from one another.
- c. Channel
- Mrs Ria woven bag industry establishes relationships and communicates with customers to convey product value through social media Facebook and Instagram then exhibitions or bazaars that are participated in such as local exhibitions held in the village and in the Kediri coresidenan area.
- d. Customer Relationship
- This industry always prioritises high quality products at competitive prices to make customers satisfied and establishes good relationships with customers through criticism and suggestions so that they can learn from mistakes and can correct deficiencies so that no one is harmed.
- e. Revenue Stream
- The interview results show that Mrs Ria woven bag industry only makes money from selling bag products.
- f. Key Resource
1. Employees: Employees are essential for Mrs Ria industry to continue making bags.
 2. Production tools: without production tools, the manufacturing process will be hampered because the tools used are still manual not machines.
 3. Business location: this industry cannot operate without a business location.
- g. Key Activity
- The woven bag industry has to do several things to run its business as follows:
1. Selection of raw materials: the industry directly purchases raw materials in bulk, thereby reducing costs.
 2. Production process: after the materials are collected, employees can make woven bags according to customer orders.
 3. Marketing process: To market, use Facebook and Instagram as social media.
- h. Key Patnership
- There are several partner groups that work together to help this industry run its business, the first is the village-owned business entity before Mrs Ria established her own business, she participated in a programme from the village to learn how to make woven bags, then over time she opened a reseller to help sell her products and also collaborated with expedition services to send product sales online.

i. Cost Structure

To run its business, Mrs Ria woven bag industry spends money on buying main materials, purchasing tools and colouring paint, and paying employees.

Figure 2. Proposed Business Model Canvas Mrs Ria's Woven Bag Industry

Colour Description		YELLOW: Retained	BLUE: Enhanced	GREEN: Added
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ol style="list-style-type: none"> Village-owned enterprises Reseller Expedition service 	<ol style="list-style-type: none"> Purchase of raw materials Production process Product marketing 	<ol style="list-style-type: none"> Using manual tools instead of machines The premium material is not easily damaged The colour does not fade easily Has a unique motif and according to the buyer's request Provide an online selling platform 	<ol style="list-style-type: none"> Maintain product quality Establish good relationships with customers Setting the right price Provide discounts based on purchase 	Demographics: <ol style="list-style-type: none"> Adults Geographic: <ol style="list-style-type: none"> Java island Psychographic: <ol style="list-style-type: none"> Home Made enthusiasts Lovers of environmentally friendly products Lovers of domestic products Reseller
	Key Resources		Channels	
	<ol style="list-style-type: none"> Location Production Equipment Labour Force 		<ol style="list-style-type: none"> Instagram Exhibition Shopee Tik-tok shop 	
Cost Structure		Revenue Streams		
<ol style="list-style-type: none"> Purchase of main ingredients Purchase of thread and sewing needle Colouring paint Tool maintenance Employee salary 		<ol style="list-style-type: none"> Revenue from sales of bag products 		

5. Conclusion and Suggestion

5.1 Conclusion

The results of research conducted on business development using the Business Model Canvas at the woven bag company Mrs Ria, located on Jln. Parikesit RT.01 / RW02, Ngandong Hamlet, Nanggungan Village, Kayen District, Kediri Regency, resulted in several conclusions, namely:

- Mrs Ria woven bag industry does not yet have a business model for its business and has also not implemented product innovations that can increase competitiveness through the Business Model Canvas approach. However, this industry has made many new product innovations.
- New innovations that are better for increasing competition in Mrs Ria woven bag industry are in several blocks such as:
 - Block Customer Segment: Mrs Ria must add resellers to help sell her products in large quantities in order to continue to grow in the woven bag industry. On the other hand, sales to all regions of Java must be maintained, as well as sales to enthusiasts of handmade products and lovers of environmentally friendly products and domestic products.

- b. Customer Relationship Block: To attract customers to the products sold by the woven bag industry, Mrs Ria can add discounts for consumers who make frequent purchases to make repeat purchases.
- c. Channel: To make selling its products easier, Mrs Ria woven bag industry must add e-commerce such as Shopee and TikTok to reach a wider market.

5.2 Implications

1. Theoretical Implications

The results showed that Mrs Ria woven bag industry does not yet have the right Business Model to operate its business. Whereas according to (Alexander Osterwalder & Yves Pigneur, 2019) Business Model Canvas consists of nine business building blocks. Each block contains important points that explain how an organisation can generate profits and benefit from its customers.

2. Practical Implications

This research can provide information to the owner of the woven bag industry about business model strategies using the business model canvas approach. By using this approach, the industry can increase its competitive advantage. If they already have a canvas model, they will be able to reduce business competition and new innovations.

5.3 Suggestion

The suggestions given based on the research results above are as follows

1. New innovations are needed that can continue to compete in the future in order to be able to face global competition for similar businesses.
2. For further researchers, they can re-examine this research in more depth and can compare business models in other woven bag industries.

5.4 Acknowledgement

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