

Mapping strategy of salted fish industry into business model canvas on Pasaran Island, Indonesia

¹Clara Yolandika, ²Nuni Anggraini, ²Dayang Berliana, ²Luluk Irawati

¹ Faculty of Fisheries and Marine, University of Riau, Indonesia; ² Politeknik Negeri Lampung, Lampung, Indonesia. Correspondent writer: C. Yolandika, clarayolandika@lecturer.unri.ac.id

Abstract. The marine and fishery sector is one of the economic sectors that has an important role in national economic development, particularly in the provision of protein food, foreign exchange earnings, and the provision of employment opportunities. Salted fish industry businesses located on Pasaran Island are sheltered by a Business Group managed by all salted fish business actors, namely Poklahsar Welas Asih Salted-Fish. In this study, respondents were divided into two, namely internal respondents and external respondents. The processing and analyzing data method in this study was a qualitative method with a descriptive qualitative approach. This research was analyzed by business model canvas (BMC) and value proposition canvas model. Based on business canvas model, this business model was mapping with nine instruments, which consists of customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. In the analysis of the value proposition canvas, a value proposition canvas of 0 is produced through interviews with consumers. The results of the analysis are eight customer jobs, nine customer pains, and six customer gains. Interviews with internal parties resulted in two products and services, two pain relievers and two gain creators. Priority from consumers is obtained based on the highest frequency, resulting in five priorities each for customer pains and customer gains. This resulted in value proposition canvas 1 and created four updates and four improvements to products and services, as well as an improvement to the business model canvas which can be used as a value proposition for developing the compassionate care working group in the future.

Key Words: business model, MSME, salted fish industry, value proposition canvas.

Introduction. The sustainable potential of Indonesia's marine fish resources is 6.5 million tons per year spread over the territorial waters of Indonesia and the waters of the Indonesian Exclusive Economic Zone (ZEEI) which are divided into nine main water areas of Indonesia. Indonesia's fisheries business development opportunities also have very high prospects. The economic potential of marine and fishery resources that can be utilized to encourage economic growth is estimated at USD 82 billion per year (Hendrik et al 2021).

Bandar Lampung City, which is directly adjacent to Lampung Bay, has a water area of approximately 39.82 km², which has the potential of marine resources that can be utilized. Based on data from the Directorate General P2HP (KKP 2016), Bandar Lampung City was included in 43 fishery management centres built by the Ministry of Maritime Affairs and Fisheries. From these 43 centres they were grouped into 11 fishery management areas (WPPs) throughout Indonesia to facilitate monitoring of centre developments. In 2015 Bandar Lampung City, Sibolga Regency, Batubata Regency which is included in the 572 fishery management area (WPP) group has the largest production amount for all centres in Indonesia with the main product produced being anchovy (Putri et al 2016).

One of the centers of fisheries management in Bandar Lampung City is Pasaran Island. The determination was made through the Decree of the Mayor of Bandar Lampung No.258/23/HK/2010 from the City Government of Bandar Lampung (2010) concerning the location of the Minapolitan Area of Bandar Lampung City which includes

Pasaran and Lempasing Islands and is stipulated in the RT/RW sub-district of Bandar Lampung City in 2011-2030 as a Minapolitan area, which is strategic in driving the regional economy and the use of appropriate technology (Wiandhani et al 2016).

Salted fish micro, small and medium enterprises (MSMEs) located on Pasaran Island are sheltered by a business group managed by all salted fish business actors, namely the Welas Asih Processing and Marketer Group (Poklahsar). Currently, Poklahsar Welas Asih Salted-Fish consists of 122 members, of which some are business owners, and some are laborers from the salted fish business. Poklahsar Welas Asih on Pasaran Island is specialized in the production of salted anchovies (Engraulidae) (BPN 2020).

The focus of Poklahsar Welas Asih is catching fish, processing fish into salted fish and selling processed fish (salted fish). Nowadays, there is intense competition in the fisheries business, especially capture fisheries, and business groups often experience problems in product marketing, optimal use of technology and promotion. Based on data from the Ministry of Marine Affairs and Fisheries of the Republic of Indonesia (KKP 2021a), domestic fish consumption for the 2020 period was recorded at 13.59 million tons. The high number of national fish consumption makes the government continue to increase investment in the world of fisheries originating from within and outside the country.

Lampung Province is one of the potential areas in the development of capture fisheries business, given the geographical conditions of Lampung Province which is located at the tip of Sumatra Island and is directly adjacent to the coast and sea. Based on official data (KKP 2021b), the investment value in Lampung Province in the third quarter of 2020 reached Rp. 229.90 billion. This investment value comes from Singapore, the Philippines, Belgium, China, Japan, etc. Poklahsar Welas Asih as a capture fisheries business located in Lampung Province, should immediately respond to the opportunities for the Indonesian fishery sector, which is currently able to become one of the pillars of the country's income (KKP 2016).

The problems faced by Poklahsar Welas Asih in the product marketing sector, the use of technology and promotion are the main concerns. This statement can be seen from the purpose of establishing Poklahsar Welas Asih, which is to improve the economy of the surrounding community through processing and marketing businesses in the fishery sector. Of course, the development and progress of Poklahsar Welas Asih has many factors that influence it, both internal environmental factors and external environmental factors of Poklahsar Welas Asih (Hendri et al 2022). The increasingly high business competition in agriculture, especially in the field of fishery food, has forced Poklahsar Welas Asih to develop its business strategy. So, we need a business model and evaluation as a form of alternative strategy that can be carried out by the company to determine the right business model in facing today's challenges, because in the business world, strategy determination is an initial step that can be taken and considered to be implemented. Based on the formulation of the problem above, the objectives of this study are mapping the general business image based on business canvas model and the strategy into value proposition canvas of Salted Fish Industry in Pasaran Island.

Material and Method. The research was conducted on a business group engaged in the processing and marketing of fishery products, especially salted fish, namely Poklahsar Welas Asih located on Pasaran Island, Kota Karang Village, Teluk Betung Timur District, Bandar Lampung City, Indonesia (Yolandika et al 2015). The research location was determined purposively with the consideration that Pasaran Island is the largest fish processing center in Bandar Lampung and has the widest marketing reach (Anggraini et al 2022a; Yolandika et al 2021a). In addition, the management system carried out by Poklahsar Welas Asih is from upstream to downstream in the agribusiness subsystem, namely from catching, processing, to marketing fishery products (Bathara et al 2021). The time of the study was carried out in May – November 2022.

This study uses a qualitative method (Utoyo & Yolandika 2018b). Qualitative methods were used in primary data collection to strengthen and support the data. Primary data was obtained through the Poklahsar Welas Asih internal party, interviews, and field observations. Secondary data is obtained from reference books, journals, and

research, as well as from relevant agencies such as the Ministry of Maritime Affairs and Fisheries, the Central Bureau of Statistics, and the Food and Agriculture Organization (FAO) (Sutarni et al 2019).

In this study, respondents were divided in two, namely internal respondents and external respondents. Internal respondents include one owner and four managers. Meanwhile, external respondents were 60 salted fish consumers who were customers of Poklahsar Welas Asih and non-customers of Poklahsar Welas Asih. The sampling technique used the non-probability sampling method, namely convenience sampling where the respondents who were studied were customers who were currently at Poklahsar Welas Asih and were willing to become respondents. The sampling technique for non-customers of Poklahsar Welas Asih uses the non-probability sampling method, namely purposive sampling, with the criteria that consumers have never bought Poklahsar Welas Asih products but have already purchased similar products, namely salted fish from other brands and are located in Bandar Lampung City. Respondent non-customers who filled out this online questionnaire were selected from followers of the researcher's social media accounts that match the criteria above (Anggraini et al 2022b; Handayani et al 2017).

The processing and analyzing data method in this study was a qualitative method with a descriptive approach, namely a qualitative method to obtain in-depth data, data with meaning (Sugiyono 2019). Qualitative methods can significantly influence the substance of research, meaning that qualitative methods directly present the nature of the relationship between researchers and informants, objects and research subjects. The process of analyzing qualitative data according to Sugiyono (2019), has the following stages:

1. Data Reduction. Data reduction was carried out by selecting data obtained from observations, interviews, and literature studies, where interview data in the form of recorded conversations and interview notes with informants would be selected and considered as important information.
2. Data Display. The data is presented in the form of a brief description. After the data reduction stage, data is presented which contains information about the form of the canvas business model at Poklahsar Welas Asih and the formulation of problem solutions with value proposition canvas analysis.
3. Conclusion. The data that has been presented will then be described to be able to draw a conclusion from the data. The conclusions of the research are the formulation of alternative solutions in the form of strategies obtained from the value proposition canvas that has been analyzed.

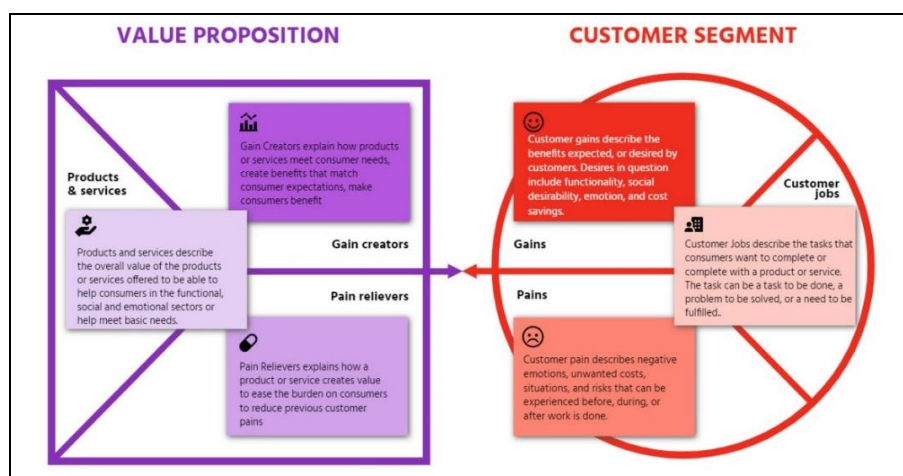


Figure 1. Value proposition canvas (based on Osterwalder et al 2015 theory).

In accordance with qualitative data analysis according to (Sugiyono 2019), the first data reduction stage carried out in this study, namely, describing the company in general, was carried out based on the results of direct and in-depth observations and interviews with

internal parties at Poklahsar Welas Asih. Analyzing data obtained from interviews to be processed using the Business Model Canvas (BMC) tool. The data obtained will be grouped according to the 9 elements of the business model canvas (BMC). BMC mapping will help get the company's value proposition. The value proposition will be used in the next analysis using the value proposition canvas approach.

The value proposition results obtained from the mapping of the business model will be classified into products and services, gain creators and pain relievers to fill in the elements of the value proposition maps showed in Figure 1. For the customer segment profile elements, taken from the results of interview analysis which are classified based on customer jobs, customer gain and customer pain. After obtaining the value proposition map and customer segment profile, a value proposition canvas of 0 is obtained. The results of determining the customer segment profile will be used to make a match or fit. Fit will be carried out by answering customer jobs, customer gains and customer pain in the customer segment profile with products and services, gain creators, and pain relievers in the value proposition map. After a fit has been made between the value proposition map and the customer segment profile, the discrepancy between the two will result in adding or improving elements and producing a value proposition canvas 1. The results of the analysis will be asked to the management of Poklahsar Welas Asih to ask about capabilities and determine the right solution. These additions or improvements can be used as strategic recommendations that can be implemented by Poklahsar Welas Asih in the future.

Analysis using the value proposition canvas will show the actual situation that is felt, the problems faced by consumers as well as the real situation that occurs at the place of business. Furthermore, the formulation of the improvement business model using the business model canvas is carried out based on the results of the value proposition canvas analysis. Improving the business model canvas is one of the business strategies that can be carried out by Poklahsar Welas Asih so that it can continue to develop its business and become a restaurant that is able to overcome challenges in facing the environmental dynamics of the culinary industry in the future (Sofyani & Yolandika 2021; Yolandika et al 2017).

Results

Mapping the current business model canvas of Poklahsar Welas Asih Salted-Fish. The mapping of the nine elements of the business model is used to analyze the business model run by Poklahsar Welas Asih, and map it into the business model canvas (BMC) (Osterwalder & Pigneur 2010). The mapping will be explained in detail, as follows in Table 1.

Table 1
Mapping the nine elements of the Poklahsar Welas Asih business model

| <i>Key partnership</i> | <i>Key activities</i> | <i>Value propositions</i> | <i>Customer relationship</i> | <i>Customer segments</i> |
|---|---|--|---|--|
| 1. Fish supplier 2. Packaging supplier 3. Distribution services | 1. Product updates 2. Promotion <i>Key resources</i> 1. Human resources 2. Raw materials | 1. Quality products 2. Local products 3. Optimal service | 1. Discount 2. Giving tips on storing fish and processing salted fish <i>Channels</i> 1. Word of mouth promotion 2. Online media (Whatsapp, Facebook, etc.) | 1. Collector traders 2. Intermediary traders 3. Retail traders |
| | <i>Cost structure</i> 1. Rent for facility 2. Production cost 3. Human resources cost 4. Marketing cost | | <i>Revenue streams</i> 1. Sale of salted fish 2. Sales of fish dents 3. Convenience store (Waserda) | |

Customer segments. This element is a core element of all business models. Customers are one of the most important aspects that determine how long a business can run. Based on the business model canvas theory of Osterwalder and Pigneur (2015), Poklahsar Welas Asih has a customer segment that belongs to the segmented market type. A segmented market is a market that is directed based on their needs and problems. The customer segment of Poklahsar Welas Asih consists of collectors, intermediaries, retailers in urban areas such as Bandar Lampung, Banten, Surabaya, and Jakarta. Based on the results of interviews with the company's internal parties, the potential customer segments are customers from the middleman segment (Yolandika et al 2016; Yolandika et al 2021b).

Value propositions. The value that Poklahsar Welas Asih offers to its customers is a new processed product from fish that has just been caught by fishermen. Processed fish products that are continuously being developed are the result of research obtained by the management of Poklahsar Welas Asih. Product offerings that are 100 percent fish caught by fishermen from Pasaran Island, without preservatives are one component of Poklahsar Welas Asih's value proposition (Utoyo et al 2018; Utoyo & Yolandika 2018a).

1. Quality products. Poklahsar Welas Asih offers quality products, this is indicated by the products produced for customers from fresh fish, where fresh fish shelf life is shorter compared to frozen fish because there are no preservative action. So it can be explained that fresh fish has better quality for consumption for the community. The salting process is carried out using quality salt (Quayle 2006).
2. Local products. The products produced by a company are the characteristics of the company. Poklahsar Welas Asih is a seller who prioritizes quality raw materials and catches of local fishermen. Fish caught by local fishermen have more advantages than imported fish, anchovy caught directly being very fresh. Thus, the products offered by Poklahsar Welas Asih are local fish products, that are fresh fish and processed fish (Istifhama 2017).
3. Optimal service. The availability of Poklahsar Welas Asih product delivery services to its customers is one of the value propositions provided. Delivery of fruit-based products requires a special place or container so that the quality of the product sent is always maintained. Therefore, Poklahsar Welas Asih provides containers for product delivery. However, if there is a change in the processed fish product or even damage to the fruit sent to the customer, the customer has the right to apply for a replacement product and Poklahsar Welas Asih will replace it directly (Rusman et al 2020).

Communication channels. This element of the business model canvas describes how a company reaches out to customers to deliver a given value proposition. Poklahsar Welas Asih uses direct and indirect customer channels. Even though it is self-owned, the channel provided is an indirect channel, namely in the form of its own store, while the direct channel is in the form of sales force and sales through the website (Lestari et al 2013).

Poklahsar Welas Asih staff in delivering products to customers are required to master all types of processed products available, so that when customers do not understand, all staff can explain. Another channel used by Poklahsar Welas Asih is to use online media such as Facebook which provides information about the products being sold and activities as a marketing tool. In addition, one of the marketing channels to customers owned by Poklahsar Welas Asih which is considered effective is human interaction, namely communicating by word of mouth. Communicating by word of mouth means that customers will comment on the products they have purchased and after that they will share or tell other customers. Martianto (2010) and Fauzi et al (2019) state that the understanding of word of mouth is an informal suggestion that takes place among customers. The information provided is considered a very strong effect on customer behavior that shows the customer's response to something that is obtained.

Customer relationships. The customer relationship that Poklahsar Welas Asih has with its customers is driven and motivated to look for new customers continuously or customer acquisition. In addition to customer acquisition, Poklahsar Welas Asih's customer relationship is customer retention, namely maintaining relationships with old customers so that they return to buy products produced by the company.

Customer acquisition is done by replacing a new product with a customer when the customer receives a product that does not match or there is even damage to the product received. In addition, the company will provide discounts to customers who often come to buy Poklahsar Welas Asih products. Bonuses for customers who buy in large quantities or free packing are also applied. Customer retention carried out by Poklahsar Welas Asih is to provide tips on storing salted fish to make it last longer. Not only tips for storing salted fish to make it last longer, Poklahsar Welas Asih provides information on how to process the salted fish online, so that you get from Poklahsar Welas Asih information about processed salted fish.

Revenue streams. Poklahsar Welas Asih has two types of revenue streams. Poklahsar Welas Asih's main source of income comes from the sale of salted fish. Other processed products such as salted fish crackers are also a source of income for Poklahsar Welas Asih.

Key resources. Osterwalder et al (2015) divide the main resources into four categories, namely physical, intellectual, human, and financial categories. The four main resources are owned by Poklahsar Welas Asih. The main category owned by Poklahsar Welas Asih is human or human resources. At this time Poklahsar Welas Asih has several workers who are members of Poklahsar Welas Asih. The number of employees is sufficient to support all business activities (1 owner, 4 managers, 35 processing workers).

Another major resource are physical resources, namely raw materials. The raw materials owned by the company consist of various types of fish, as well as packaging for processed fish products such as salted fish, anchovy pugs, according to predetermined sizes. In addition to raw materials, Poklahsar Welas Asih also owns facilities in the production process, namely containers, warehouses, cutting boards, knives, freezers, fish drying equipment, frying pans, etc. The last main resource are financial resources, and Poklahsar Welas Asih has capital that comes from member fees.

Key activities. The key defining activity is production. Production activities mean that the company deals with the manufacture of quality products. This can be seen from the activities carried out by Poklahsar Welas Asih, namely product renewal and promotion of processed fish which are detailed below.

1. Renewal of salted fish products. The product renewal carried out by Poklahsar Welas Asih is to create a new composition for the processed products produced. The latest composition in question is the composition of the old processed product into the composition of the new processed product with prior learning sourced from related sources. This activity is one of the important activities carried out by Poklahsar Welas Asih to keep the company running.
2. Promotion. One of the activities carried out by Poklahsar Welas Asih is promoting its products made from fresh salted fish. Promotional activities carried out by the company are directly and indirectly. Word of mouth promotion is carried out for people who live in Bandar Lampung City and its surroundings because the location of the business owned by Poklahsar Welas Asih is located in the same area. In addition, promotions through online media such as Facebook are also carried out by Poklahsar Welas Asih.

Key partnerships. The main partnerships built by Poklahsar Welas Asih have a type of buyer-supplier relationship partnership in ensuring good quality supplies. This is because Poklahsar Welas Asih is very dependent on supplies that will supply various types of fresh fish that will be processed for resale or processed into various types of processed fish

products. In addition to fish suppliers, suppliers of packaging are also partnerships built by Poklahsar Welas Asih. Distribution services to distribute the products offered are also partnerships built by the company.

Cost structure. The cost structure in Poklahsar Welas Asih is divided into two characteristics, namely fixed costs and variable costs. These costs are incurred by Poklahsar Welas Asih for the business activities carried out. Fixed costs incurred by the company are in the form of employee salaries. The costs incurred for learning to produce new products or the composition of new products and promotion costs are variable costs of Poklahsar Welas Asih.

Value proposition canvas 0 Poklahsar Welas Asih Salted-Fish. Value proposition canvas 0 consists of a value proposition map and customer segment profiling. The customer segment profile was obtained by conducting interviews with Poklahsar Welas Asih consumers. The value proposition map is obtained from the results of the business model canvas mapping. The results obtained from the value mapping are products and services, gain creators, and pain relievers which are classified from the value proposition in the canvas business model. The results of conducting customer profiling are obtaining customer jobs, customer pains and customer gains as described in the next sections.

Customer jobs. Customer jobs are related to consumer activities in achieving what consumers want. In Table 2 there are types of customer jobs carried out by Poklahsar Welas Asih. Customer jobs Cj.a, Cj.b and Cj.c state why customers choose to come to Poklahsar Welas Asih. Customer jobs Cj.d and Cj.e state that the reason customers come is to fulfil food needs, a place to gather or other needs. Customer jobs Cj.f and Cj.g state what kind of interaction you want to get when you choose to come to Poklahsar Welas Asih.

Table 2

Customer job details of Poklahsar Welas Asih Salted-Fish

| <i>Code</i> | <i>Customer job details</i> | <i>Frequency</i> | <i>Relative frequency (percent)</i> |
|-------------|---------------------------------|------------------|-------------------------------------|
| CJ.a | The product taste is satisfying | 58 | 96.67 |
| CJ.b | Product quality is satisfactory | 54 | 90.00 |
| CJ.c | Satisfactory product packaging | 51 | 85.00 |
| CJ.d | Affordable product prices | 48 | 80.00 |
| CJ.e | Needs of nutritional content | 48 | 80.00 |
| CJ.f | Easy purchase access | 40 | 66.67 |
| CJ.g | Easy payment method | 12 | 20.00 |
| CJ.h | Others | 58 | 96.67 |

Table 2 describes the Poklahsar Welas Asih customer jobs based on the results of interviews with consumers. CJ.a for the purpose of voting came to the Poklahsar Welas Asih. Products with good taste occupy the top list, as many as 58 out of 60 respondents answered CJ.a. Followed by the type of CJ.b good product quality. According to 54 respondents, the salted fish sold by Poklahsar Welas Asih is of very good quality, both the product is always fresh, and the taste never changes even though it has been stored for a long time. However, according to consumers who shop directly at Poklahsar Welas Asih, the payment process is quite difficult because payments can only use the cash payment system, and the online purchase method does not run optimally, making it difficult to buy Poklahsar Welas Asih salted fish if the consumer's location is outside the city and the purchase amount is small.

Customer pains. Customer pain is related to unwanted situations or conditions, as well as risks from experiences experienced by consumers before, during and after receiving services or products provided by Poklahsar Welas Asih. In Table 3 there are types of customer pains of Poklahsar Welas Asih consumers.

Table 3

Customer pain details of Poklahsar Welas Asih Salted-Fish

| <i>Code</i> | <i>Customer pain details</i> | <i>Frequency</i> | <i>Relative frequency (percent)</i> |
|-------------|---|------------------|-------------------------------------|
| CP.1a | The menu is out of stock | 8 | 13.33 |
| CP.1b | The packaging of salted fish snacks for out-of-town shipments is not good | 21 | 35.00 |
| CP.1c | The online ordering method is difficult | 35 | 58.33 |
| CP.1d | Salted fish snack was broken when arrived | 12 | 20.00 |
| CP.2a | The price of salted fish snacks is expensive | 36 | 60.00 |
| CP.2b | Only a few types of fish are sold | 12 | 20.00 |
| CP.2c | The packaging for salted fish snacks is inadequate | 47 | 78.33 |
| CP.3a | Difficult payment methods | 43 | 71.67 |
| CP.3b | The outlet location is difficult to reach | 31 | 51.67 |

Table 3 shows the customer pains of Poklahsar Welas Asih consumers, divided into customer pains 1, 2, and 3. Customer Pain 1 states the bad experience a customer has had when visiting the Poklahsar Welas Asih. Customer Pain 2 states a lack of food and drinks served, Customer Pain 3 states a lack of service. Based on the results of interviews with consumers and observations during data collection, several pains were experienced by consumers while visiting and enjoying food and drinks at the Poklahsar Welas Asih. Pains felt by consumers are in the form of unwanted conditions and risks experienced by consumers before, during, or after consumers get or use products or services (Yulinda et al 2023).

As many as 8 people stated that they did not find salted fish when shopping at the Poklahsar Welas Asih, although this rarely happened, the respondents admitted that they had experienced this. According to the manager's statement, the stock of salted fish was running out because there was a sudden request from outside the city in very large quantities, so the stock at the outlet had to be taken. In addition, 21 people experienced packaging damage when the product arrived at home. This is because the packaging of the product is not good and does not use a box. Not only that, because there is no adequate online ordering medium, consumers have difficulty ordering products online, because the admin's response time is quite long.

Not only fresh salted fish and dried salted fish are sold, Poklahsar Welas Asih also sells salted fish snacks, such as salted fish crackers. However, most of the consumer complaints are due to this product. Starting from poor product packaging, so that product durability is very short, products are easily destroyed, and so on.

Customer gains. Customer gains describe the results and benefits desired by customers. Customer gains have forms that are needed, expected, or desired by customers and forms that attract customers. Companies can learn that by meeting expectations, consumers will become more interested in the company and will also be more loyal because they feel their needs are heard and fulfilled. The results of interviews with consumers at Poklahsar Welas Asih yield gains which are expectations from consumers beyond the value proposition offered. In Table 4 there are six types of Poklahsar Welas Asih consumer gains.

Table 4

Customer gain details of Poklahsar Welas Asih Salted-Fish

| Code | Customer gain details | Frequency | Relative frequency (percent) |
|------|--|-----------|------------------------------|
| CG.a | Great product taste | 58 | 96.67 |
| CG.b | Good product packaging | 54 | 90.00 |
| CG.c | Long lasting product | 54 | 90.00 |
| CG.d | Outlets are scattered in various regions | 51 | 85.00 |
| CG.e | Easy payment method | 48 | 80.00 |
| CG.f | The online purchase method is easy | 48 | 80.00 |

Value proposition map. The grouping of value mapping is done based on the elements contained in the product and services, gain creator and pain reliever sections. The value proposition map list is obtained from the value proposition on the business model canvas (BMC) mapping (Table 5). The grouping was carried out by the author and assisted by the head of Poklahsar Welas Asih.

Table 5

Value proposition map type 0 of Poklahsar Welas Asih Salted-Fish

| Code | Value Proposition Map Type 0 |
|------|---------------------------------|
| PS1 | Good product taste |
| PS2 | Product quality is satisfactory |
| GC1 | Product packaging is good |
| GC2 | Fast response service |
| PR1 | Easy payment method |
| PR2 | Easy ordering method |

The value proposition canvas 0 mapping is done by combining the customer segment profile obtained by conducting interviews with 60 Poklahsar Welas Asih consumers and the value proposition map obtained from the business model canvas (BMC) mapping. Each element contained in the value proposition map and customer segment profile is mapped according to the block using a predetermined code. Mapping the value proposition canvas 0 Poklahsar Welas Asih can be seen in Figure 2.

Value proposition canvas 1 Poklahsar Welas Asih Salted-Fish. After identifying the customer profile and value mapping, an analysis is then carried out on which services are the main services that can meet needs, solve problems, and become the attractiveness of a product (Yolandika et al 2022). The results of the value proposition canvas mapping that have been obtained by conducting in-depth interviews with consumers, then five types of each customer pain and customer gain were selected. The selection of five elements is carried out based on the highest frequency to be prioritized in creating a strategy. In this analysis, the results of customer jobs as well as customer pain and customer gains that have been selected and not selected as priorities will be mapped on the value proposition canvas 1 for the fit process. After determining the five priorities, CP.1c, CP.2a, CP.2c, CP.3a, and CP.3b were identified as priority customer pains. CG.a, CG.b, CG.c, CG.d, and CG.e as priority customer gains. Types of customer pain and customer gain that are prioritized are given a round mark (O) while those that are not, are left blank. Next, there will be a match or fit between the value proposition map and the customer jobs as well customer pain, and customer gain priority.

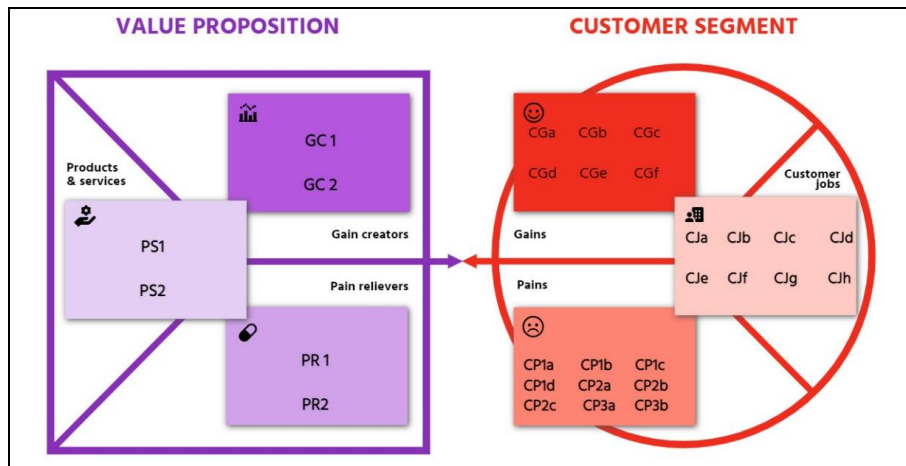


Figure 2. Value proposition canvas 0 mapping of Poklahsar Welas Asih Salted-Fish.

The results of interviews with consumers who produced a customer profile were compared with the value mapping generated by the Poklahsar Welas Asih internal interview. The purpose of this fit process is to find out to what extent the Poklahsar Welas Asih value proposition is in accordance with the wishes of consumers and what parts need to be improved. Matching or fit is obtained by conducting interviews with consumers and discussed with the owner of the Poklahsar Welas Asih, as in the main customer pain, namely, an inadequate online purchasing system. According to consumer exposure during in-depth interviews, consumers feel the solution to these obstacles can be adding fans or replacing them with air conditioners. After discussing this solution with the owner, Poklahsar Welas Asih agreed to the solution offered, namely adding a fan, so that products and services are created that are fit with customer pains and/or customer gains. The following step has the result in the form of a fit value proposition canvas 1.

In Figure 3 you can see customer jobs and the five priorities of customer pain, and customer gain is fit with products and services, gain creators and pain relievers. The elements that are used for value propositions are products and services, gain creators, and pain relievers. Products and services increased to six types, pain relievers to six types and gain creators to seven types.

In the results of the value proposition canvas 1, several updates and improvements have been made to products and services as a new value proposition which is used as managerial implications for the development of Poklahsar Welas Asih business, the results of the observations show that respondents want Poklahsar Welas Asih to have more or less the same products and services compared to those offered by supermarkets, but basically supermarkets and MSMEs have significant differences from the facilities offered, which is caused by the price range of products and services sold by supermarkets will be higher than the products and services sold by an MSMEs. Therefore, it is recommended that updates and improvements be carried out according to the capabilities of the Poklahsar Welas Asih.

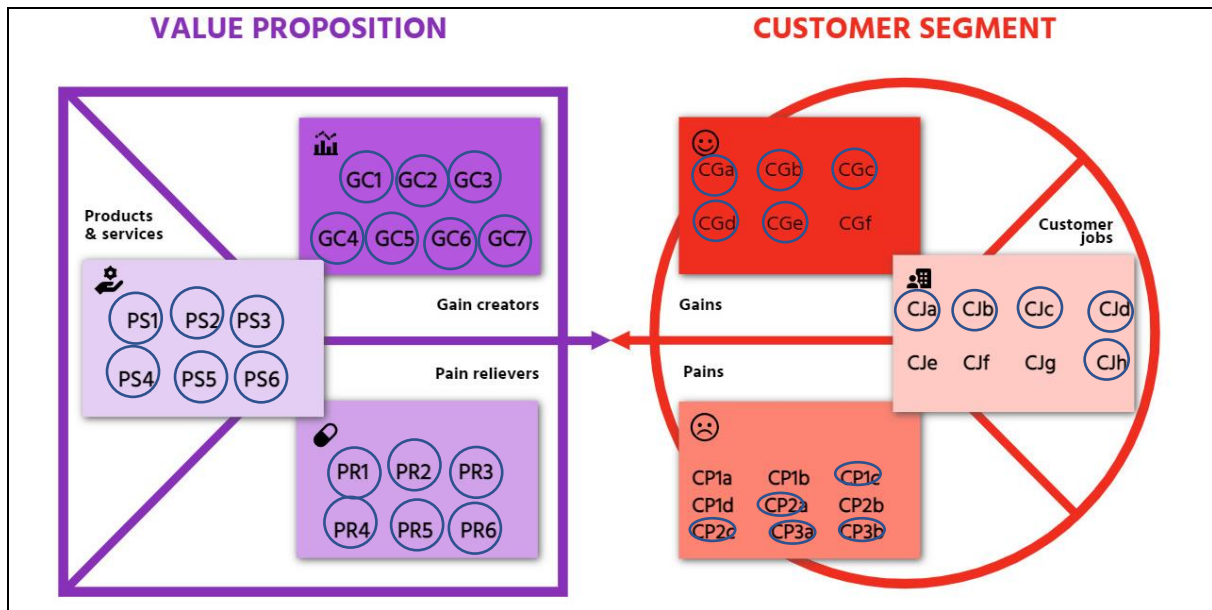


Figure 3. Value proposition canvas 1 mapping of Poklahsar Welas Asih Salted-Fish.

Conclusions. Based on business canvas model, customer segments include retail traders, collectors, and big swords. The value proposition offered is always guaranteed product quality, fresh local raw materials, and satisfying service. Communication channels used are through word of mouth and social media. Customer relationships are established through giving discounts to consumers who buy in large quantities and providing tips to consumers on how to store and process products. Revenue streams are obtained from product sales through the purchase of salted fish and salted fish snacks at production centers, as well as at store. Key resources used include human resources, physical resources, and production. Key partnerships exist between raw material suppliers, packaging suppliers, and shipping expeditions. The cost structure that is issued is the cost of renting a place, production costs, labor costs, and marketing costs.

In the analysis of the value proposition canvas, a value proposition canvas of 0 is produced through interviews with consumers. The results of the analysis are eight customer jobs, nine customer pains, and six customer gains. Interviews with internal parties resulted in two products and services, two pain relievers and two gain creators. Priority from consumers is obtained based on the highest frequency, resulting in five priorities each for customer pains and customer gains. This resulted in value proposition canvas 1 and created four updates and four improvements to products and services, as well as an improvement to the business model canvas which can be used as a value proposition for developing Poklahsar Welas Asih in the future.

Conflict of interest. The authors declare that there is no conflict of interest.

References

- Anggraini N., Berliana D., Yolandika C., 2022a The strength of motives in food choosing behaviour in fishermen based on social layers in the coastal area of Bandar Lampung, Indonesia. *IOP Conference Series: Earth and Environmental Science*, 1012(1):012007. <https://doi.org/10.1088/1755-1315/1012/1/012007>
- Anggraini N., Yolandika C., Utoyo B., Irawati L., 2022b [The consumer decision-making process in purchasing pepper products in Lampung province]. *Jurnal Agrisepe* 23(1):43–51 [in Indonesian].
- Bathara L., Nugroho F., Yolandika C., Hamzah G., 2021 Livelihood assets of small-scale fisherman in Tanah Merah District, Indragiri Hilir Regency, Riau Province, Indonesia. *IOP Conference Series: Earth and Environmental Science*, 934(1):012042. <https://doi.org/10.1088/1755-1315/934/1/012042>

- Fauzi M., Kastaman R., Pujiyanto T., 2019 [Mapping food security at the Coordinating Agency]. *Industri Pertanian* 01:1–10. <https://jurnal.unpad.ac.id/justin/article/view/21143/10372> [in Indonesian].
- Handayani S., Fitriani, Yolandika C., 2017 [Introduction to cooperatives for higher education (1st edition)]. UB Press. 34-35 p. [in Indonesian].
- Hendri R., Yulinda E., Yolandika C., 2022 Halal practices on the shrimp paste processing industries for business development in Rokan Hilir , Riau Indonesia. *International Journal of Halal Research*, 4(1):14–18.
- Hendrik H., Hendri R., Yolandika C., 2021 Impact of the Covid-19 pandemic on activities socio-economic floating net cages (FNC) business in the Koto Panjang hydropower reservoir, Riau Province. *IOP Conference Series: Earth and Environmental Science*, 934(1):012037. <https://doi.org/10.1088/1755-1315/934/1/012037>
- Istifhama L., 2017 [Survival strategy and social capital of private traditional market traders in the perspective of islamic economics]. *Jurnal Pendidikan Dan Pranata Islam*, 8(2):217–239 [in Indonesian].
- Lestari W., Syarief R., Sumantadunata K., 2013 [Strategy for increasing the competitiveness of Indonesian processed tuna in the international market]. *Jurnal Manajemen IKM*. 8(1):36-44 [in Indonesian].
- Martianto D., 2010 Food and nutrition security situation in Indonesia and its implication for the Development of food, agriculture and nutrition education and research at Bogor Agricultural University. *Journal of Developments in Sustainable Agriculture*, 5(1):64–81.
- Osterwalder A., Pigneur Y., Bernarda G., Smith A., 2015 Value proposition design: how to create products and services customers want. John Wiley & Sons, Inc. 323 pp.
- Osterwalder A., Pigneur Y., 2010 Business model generation. Gramedia Pustaka Utama. 282 pp.
- Putri A. P., Lestari D. A. H., Rangga K. K., 2016 [Effect of membership status of Ism Mitra Karya Bahari cooperative on household income of fisherman in Pasar Island Bandar Lampung]. *JIIA* 4(2):178–185 [in Indonesian].
- Quayle M., 2006 Purchasing and supply chain management: strategies and realities Hershey • London • Melbourne • Singapore. <http://www.eurospanonline.com>.
- Rusman R. F. Y., Hamdana A., Sanusi A., 2020 [Strategy for development of beef cattle livestock business in Lau District, Maros Regency]. *JBMI*, 17(2):119–129 [in Indonesian].
- Sofyani T., Yolandika C., 2021 [Levels of household welfare of the second generation of returnees in Koto Mesjid Village, Kampar District, Riau Province]. 2(April):1–6 [in Indonesian].
- Sugiyono, 2019 [Qualitative, quantitative, and R&D research methods (2nd ed.)]. Alfabeta. 444 pp.
- Sutarni S., Irawati L., Unteawati B., Yolandika C., 2019 [Decision making process for buying hydroponic vegetables in the City of Bandar Lampung]. *Journal of Food System & Agribusiness*, 2(1):17–24.
- Utoyo B., Yolandika C., 2018a Farmers' decision analysis to select certified palm oil seedlings in Lampung, Indonesia. *IOP Conference Series: Earth and Environmental Science*, 141(1). <https://doi.org/10.1088/1755-1315/141/1/012034>
- Utoyo B., Yolandika C., 2018b Technical efficiency of palm oil plantation in Lampung, Indonesia. *International Journal of Sustainable Biomass and Bioenergy*, 1–5.
- Utoyo B., Yolandika C., Anggraini N., 2018 [Marketing mix strategy for certified oil palm seeds in Lampung Province]. *Prosiding Seminar Nasional Pengembangan Teknologi Pertanian* 266–272 [in Indonesian].
- Wiandhani N., Lestari D. A. H., Soelaiman A., 2016 [Analysis of Economic and non-economic benefits of fisheries cooperative ISM Mitra Karya Bahari]. *Jurnal Ilmu-Ilmu Agribisnis*, 4(1):40–47 [in Indonesian].
- Yolandika C., Sofyani T., Mursyid H., Anggraini N., Berliana D., 2022 The competitiveness of Indonesia's frozen shrimp exports in international market. *IOP Conf. Series: Earth and Environmental Science* (1118):012074. <https://doi.org/10.1088/1755-1315/1118/1/012074>

- Yolandika C., Anggraini N., Berliana D., 2021a Food security level of fisherman household in Bandar Lampung, Indonesia. *IOP Conference Series: Earth and Environmental Science*, 934(1):012047. <https://doi.org/10.1088/1755-1315/934/1/012047>
- Yolandika C., Berliana D., Anggraini N., 2021b [Pangasius supply chain performance efficiency in Pringsewu, Lampung]. *Journal of Food System & Agribusiness*, 5(2):107–115 [in Indonesian].
- Yolandika C., Nurmalina R., Suharno S., 2017 [Broccoli supply chain in Lembang District, West Bandung Regency with the food supply chain networks approach]. *Jurnal Penelitian Pertanian Terapan*, 16(3):155–162 [in Indonesian].
- Yolandika C., Nurmalina R., Suharno, 2016 Marketing analysis of broccoli in Lembang West Java Indonesia (Case Study: CV. Yan's Fruits and Vegetables, Lembang, West Java). In A. Rifin, M. P. van Dijk, D. P. de Boer, H. Mudde, J. van Rooyen, & S. Jahroh (Eds.). *Strengthening Indonesian Agribusiness: Rural Development and Global Market Linkages* (pp. 241–250). IPB University.
- Yolandika C., Lestari D. A. H., Situmorang S., 2015 [Success of Mina Jaya Village Unit Cooperative (KUD) in Bandar Lampung City Based on a tripartite approach]. *Jurnal Ilmu-Ilmu Agribisnis* 3(4):385–392 [in Indonesian].
- Yulinda E., Hendri R., Yolandika C., 2023 The role of trust mediation in the effect of business capital, production factors and government support on the marine fish supply chain performance, in Inhil Riau, Indonesia. *AAFL Bioflux*, 16(1):291–298.
- *** Badan Pertanahan Nasional (BPN), 2020 [Pilot project report of Pasaran Island as Kampung Agaria]. Kantor Wilayah Badan Pertanahan Provinsi Lampung 17.
- *** City Government of Bandar Lampung, 2010 [Decree of the Mayor of Bandar Lampung Number 258/23/HK/2010 concerning the Determination of the Location of the Minapolitan Area of the City of Bandar Lampung]. City Government of Bandar Lampung [in Indonesian].
- *** Ministry of Maritime Affairs and Fisheries of Indonesia (KKP), 2016 [Marine and Fisheries in Figures 2015]. Ministry of Maritime Affairs and Fisheries, Indonesia [in Indonesian].
- *** Ministry of Marine Affairs and Fisheries of Republic of Indonesia (KKP), 2021a [Marine affairs and fisheries in figures of 2020]. Satu Data KKP Republik Indonesia. www.satudata.kkp.go.id [in Indonesian].
- *** Ministry of Marine Affairs and Fisheries Republic of Indonesia (KKP), 2021b [Marine and fisheries outline in figures for 2020]. Satu Data KKP Republik Indonesia. www.satudata.kkp.go.id [in Indonesian].

Received: 14 February 2023 Accepted: 20 February 2023 Published online: 25 June 2023

Authors:

Clara Yolandika, Faculty of Fisheries and Marine, University of Riau, Indonesia, e-mail:

clarayolandika@lecturer.unri.ac.id

Nuni Anggraini, Politeknik Negeri Lampung, Lampung, Indonesia, e-mail: nuni.anggraini@polinela.ac.id

Dayang Berliana, Politeknik Negeri Lampung, Lampung, Indonesia, e-mail: dayang@polinela.ac.id

Luluk Irawati, Politeknik Negeri Lampung, Lampung, Indonesia, e-mail: luluk.irawati@polinela.ac.id

This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution and reproduction in any medium, provided the original author and source are credited.

How to cite this article:

Yolandika C., Anggraini N., Berliana D., Irawati L., 2023 Mapping strategy of salted fish industry into business model canvas on Pasaran Island, Indonesia. *AAFL Bioflux* 16(3):1744-1756.