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## DEVELOPMENT STRATEGY FOR THE WARSO UNGGUL GEMILANG BUSINESS USING THE BUSINESS MODEL CANVAS

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### ABSTRACT

Warso Unggul Gemilang is an agribusiness specializing in free-range chicken breeding in Bogor Regency, West Java. The demand for Day Old Chickens (DOC) from regions outside Java creates opportunities for Java-based businesses to supply DOC. However, as a medium-scale company, Warso Unggul Gemilang has yet to fully utilize Industry 4.0 advancements for efficiency due to underutilized technology and workforce shortages. Sales primarily depend on WhatsApp, causing inconsistent harvest targets. Recording activities also need more optimal technology. A development strategy using the Business Model Canvas and income statement analysis is required to address these issues for optimal and sustainable results. Digitization involves using Google Forms and Microsoft Excel for recording while marketing is improved through active social media engagement, using Facebook's marketplace features, Facebook ads, company websites, and marketplaces. The benefits include improved management activities, efficiency, and effectiveness in the competitive landscape. These efforts increased the receipts and the return R/C (return cost) ratio.

**Keywords:** Canva's Business Models; Digitalization; Effective; Efficiency; Free Range Chicken.

### INTRODUCTION

One of the local poultry populations spread across Indonesia is free-range chickens or free-range chickens. In 2019, the free-range chicken population increased

from the previous year by 3.63%. The number spread across 34 provinces in Indonesia is 311,912,413 (Ministry of Agriculture Repository, 2020). The largest population of free-range chickens is on the island of Java. However, there are several obstacles to the availability of DOC (Day Old Chicken) outside Java, which depends on supply from Java. There is an opportunity for free-range chicken breeding businesses to meet DOC demand, resulting in intense competition. In line with the need for chicken meat, population growth makes this an opportunity for business development (Jamaludin et al., 2019). The tight competition requires companies to innovate on a management scale efficiently and effectively. The COVID-19 pandemic has made business actors increasingly aware of the importance of digitalizing company activities, especially activities connecting businesses with customers. Digitalization makes things easier for both users and is considered an effective and efficient way of marketing activities. Utilizing websites, social media, and marketplaces are activities in digital marketing. According to We Are Social in 2020 (Kemp, 2020), 175.4 million, or 64% of the total population of Indonesia, were internet users. This data supports companies in carrying out digital marketing strategies, capturing market opportunities, and carrying out structured promotions.

Warso Unggul Gemilang (WUG) is a free-range chicken breeding agribusiness in Bogor Regency, West Java. In the industrial era 4.0, WUG is a medium-scale business that has yet to take advantage of technological advances to achieve work efficiency and effectiveness. Companies can integrate technology and digitalization in various aspects of business, including recording activities, marketing, and operational management. Companies have problems and obstacles, such as needing to utilize existing technology and a need for more skilled labor to increase the company's competitiveness in a competitive market, causing stagnant businesses. So far, sales made by the company have only relied on regular customers, and WhatsApp media has yet to be utilized optimally. Marketing optimization can be seen from DOC sales, which have never been achieved according to the company's target, with a minimum target of 80 boxes of DOC. The difficulty of selling rejected chickens impacts the accumulation of rejected chickens in cages and the wastage of feed so that companies cannot compete well in taking market opportunities, supported by Suprijatna's (2010) statement, regarding the lack of livestock focus on local chickens. Existing technology has yet to be appropriately utilized in administration, such as dominant recording done by manually writing data on paper. It impacts late recording because there is no time, and repeated recording occurs by three human resources so that it could be more efficient and the recording could be neater. In this digital era, companies need to implement digitalization so that the company works and produces output effectively and efficiently. Based on the problems in the Warso Unggul Gemilang business, a development strategy is needed using the Business Model Canvas (BMC) approach to see an effective and efficient method for the company to achieve optimal and sustainable results.

## RESEARCH METHODS

The research location is Jalan Cinagara, Tangkil Village, Caringin District, Bogor Regency, West Java. The data uses secondary and primary data with in-depth interviews with company management, stakeholders, and shareholders and observations.

Secondary data was obtained from relevant literature, from the companies studied and related agencies, for example, the Ministry of Agriculture, books, and scientific periodicals in electronic form. The study methods used are qualitative and quantitative. The qualitative methodology used is based on a descriptive explanation of the nine elements of the Business Model Canvas and gap analysis (gap). The quantitative methods used are income statement analysis and R/C (return cost) ratio analysis.

First, Business Model Canvas. The Business Model Canvas is a business model that has nine element blocks. Nine element blocks can be the first step to determining where a company will transform its business model (Osterwalder & Pigneur, 2018). The focus of the Business Model Canvas, according to Osterwalder & Pigneur (2018), is to capture a unique configuration of value delivery to specific customer segments. The main elements include how, what, who, and the comparison between cost projections and revenue comparisons. Companies use the Business Model Canvas to make it easier to describe a business activity that is running or is planned to be carried out. The stages in designing the elements of the Business Model Canvas are defining customer segments and filling in value propositions that contain the uniqueness of the product or service promised by the organization to the targeted customer segments. Organizations must provide the targeted customer segments with the knowledge to accept the value propositions. Channels describe how an organization communicates, delivers, and interacts with its customers. Media success is determined mainly by the effectiveness of critical resources, key activities, and key partnerships to support the realization of channel relationships. As a benchmark for maintaining relationships with old customers, customer relationships show how active the company is in attracting new customers or increasing its sales to old customers. Revenue streams will be obtained from channels and customer relationships that will lead to business profits. This research focuses on blocks of critical activities and media as points that encourage innovation and will impact other blocks.

Second, Gap Analysis or Gaps. Gap analysis or gap is defined as a comparison of actual performance with potential or expected performance (Jienardy, 2016). Gap analysis is combined with the Business Model Canvas to evaluate business models to be more focused and more accurate. Steps to be taken in gap analysis are identifying business potential, business prospects, and existing business problems in a company.

Third, Financial Analysis. Financial analysis based on a business feasibility study is an activity that studies in depth a business or businesses that will be run to determine whether or not the company is worth running (Kasmir, 2020). Profit and loss statement analysis will describe business results in a certain period.

Another financial analysis is the R/C ratio (return cost ratio) analysis. The R/C ratio is a comparison between revenue and costs. The R/C Ratio formula is as follows.

$$\text{R/C Ratio} = \frac{\text{Total Revenue}}{\text{Total Costs}}$$

The formula is that if the R/C ratio = 1, then the business has neither profit nor loss. If R/C > 1, then it is said to be a profitable business. If R/C < 1, it is considered a detrimental business (Soekartawi, 2010).

## RESULTS AND DISCUSSION

Development strategy based on the gap analysis results and the root of existing problems in the company. Gap analysis so the reader can discover business gaps from business potential, business prospects, and business problems. Recommendations for companies are obtained after an analysis and company identification process.

### Business Model Canvas

**Table 1. Business Model Canvas Before The Development of Warso Unggul Gemilang**

Key Partners	Key Activities	Value Propositions	Customers Relationships	Customers Segments
PT Global Universal Farm, PT Kemsasan Indah Sejahtera, PT Mensana Aneka Satwa, Romindo, Savero, Toko Mitra Jaya	Procurement of Input, Production, Marketing and Recording	<ul style="list-style-type: none"> <li>Original Sentul free-range chicken with guaranteed quality</li> <li>Free delivery throughout JABODETABEK</li> </ul>	<ul style="list-style-type: none"> <li>Good and friendly service</li> <li>Longterm: free-range chicken consultation service</li> </ul>	Multi-side market: between free-range chicken breeders and distributors (culled chickens, rejected eggs) Psychographics: Choose native chicken. Geographical: Jabodetabek
	<b>Key Resources</b>	<ul style="list-style-type: none"> <li>Doc has been vaccinated against NDIB</li> <li>Can consult about free-range chickens</li> </ul>	<b>Channels</b>	
	Intangible resources, human resources, and financial resources	Word of Mouth, direct channels, and WhatsApp		
<b>Cost Structure</b>		<b>Revenue Streams</b>		
Investment costs (capital takeover), investment depreciation costs, fixed costs, and variable costs		Sales of DOC free-range chickens, young culled chickens and culled eggs		

Source: Primary Data, 2020

Warso Unggul Gemilang provides quality Sentul-type native chicken DOC. The Sentul type of native chicken is a native chicken that has been designated as one of the germplasms from Ciamis as well as an icon of West Java following the Decree of the Minister of Agriculture No. 689/Kpts/PD.410/2/2013. Sentul chicken has a delicious taste with denser meat but is not rigid like other types of free-range chicken. The advantages of Sentul chickens have caused this type to become one of the free-range chickens chosen for cultivation.

Based on Table 1, there is the company's business potential and the business problem situations it faces based on nine elements. Explanation of the nine aspects of the company, namely:

First, Customer Segments. The type of consumer segment from Warso Unggul Gemilang is a multi-sided market, serving two or more market segments that depend on each other. The main product produced is DOC, targeted at free-range chicken breeders. This business also has by-products, such as rejected eggs, old refused chickens, and young rejected chickens, targeted at distributors. The company's customers are spread across almost all regions in Indonesia.

Second, Value Proposition. The value proposition given by Warso Unggul Gemilang is the native Sentul type of free-range chicken. Currently, not many native chicken breeders use native native chicken broodstock. Most DOCs are produced by crossing native chickens with purebred chickens. The type used is superior free-range

broiler chicken because it has denser meat but is not rigid like other types of free-range chicken. The value proposition provided makes consumers loyal to the company and has the potential to make repeat purchases.

Third, Customer Relationships. The company's way of retaining consumers is by implementing long-term relationships in the form of free-range chicken maintenance consultations. Communication is done directly at the company location or via telephone and WhatsApp. For maintenance problems, the company will visit the farm location to identify the issues and provide solutions to the breeder directly.

Fourth, Channels. The company implements direct marketing channels through word of mouth (WOM), between breeders, and WhatsApp social media. It shows that the company still needs to utilize the latest technology. Channels are one of the critical elements in BMC that help companies plan how to distribute their products or services to the market and reach potential customers. However, in the company, more than word of mouth (WOM) and WhatsApp are needed to significantly impact the company's business growth because there is still an excess livestock supply.

Fifth, Key Resources. The primary resources to support running the Warso Unggul Gemilang business include physical, human, and financial resources. In contrast, Physical resources are land, buildings, machines, and supporting infrastructure. The number of human resources currently owned is 39 people. This number of human resources often increases and decreases, especially in the cage section.

Sixth, Key Activities. The company operates in the free-range chicken breeding business, with its principal activity producing and marketing DOC. Every action should be carried out efficiently and effectively to become a benchmark for business success. Activities include input procurement, production activities, sales, distribution, and recording. The company's investment is a hatching machine with a capacity of 14,000 DOC ( $\pm 140$  boxes) per harvest. The company's current DOC production capability at each harvest is a minimum of 80 boxes to 115 boxes due to egg productivity, which is still low (less than 45%).

Seventh, Key Partners. The company is partners with PT Mensana Aneka Satwa, PT Global Universal Farm, PT Kemasan Indah Sejahtera, Toko Mitra Jaya, Savero, and Romindo. Partner companies support the inputs Warso Unggul Gemilang needs, such as feed, medicines, vaccines, vitamins, packaging boxes, and other information needed to maintain business activities.

Eighth, Cost Structure. The cost structure for running a nursery business consists of investment costs, investment depreciation costs, fixed costs, and variable costs. Investment costs comprised buildings, machines, equipment, vehicles, and other infrastructure. Fixed costs such as labor, electricity and water, vehicle fuel, and investment depreciation amount to IDR 1,219,829,370.00. Variable costs include operational, raw material, packaging, and other costs totaling IDR 3,935,190,000.00. Feed costs are the most significant variable costs, reaching IDR 3,168,000,000.00.

Ninth, Revenue Streams. The company's source of revenue comes from sales of main and side products. The primary source of income comes from the sale of DOC, and the secondary sources are from the sale of rejected eggs, old refused chickens and young rejected chickens.

**Table 2. Sales Receipts for Warso Unggul Gemilang 2019**

No	Product	Revenue (Rp)	Percentage (%)
1	DOC	7,335,000,000	91.0
2	Old culled chicken	393,250,000	4.8
3	Young culled chicken	35,640,000	0.4
4	Discarded Eggs	312,000,000	3.8
Total Receipts		8,075,890,000	100.0

Source: Primary Data, 2020

The highest revenue comes from sales of primary products (DOC), reaching 91%, with side products at 9%.

Several things need to be developed, improved, and improved. It is to support companies to be competitive and have a sustainable business, so block key elements Activities and channels are essential points in business problems that cause several blocks of other elements to be affected. The issue of blocking elements of critical activities and channels affects the smooth running of the business. Here is the explanation.

First, marketing activities since 2015 have yet to be optimal in attracting new customers. Personal selling, which was previously carried out, is no longer carried out because it requires additional human resources for personal selling.

Second, online platforms are available to introduce products, and we only rely on customers who have collaborated with us in previous years. Forty-one customers have collaborated so far. Human resources who are responsible for marketing only use WhatsApp, while these human resources have the potential to carry out marketing through other media,

Third, the company's target of selling 80 boxes of DOC per harvest is only sometimes achieved because marketing activities could be more optimal and are decreasing due to the COVID-19 pandemic, namely to 51 boxes of DOC.

Fourth, it is challenging to sell cull chickens because marketing could be more optimal. It causes a buildup of rejected chickens in the coop, which hampers replacement activities and wastes feed.

Fifth, companies also cannot compete well because competitors have carried out digital marketing. Recording activities carried out by writing data on paper have yet to utilize digital technology, such as data processing applications and recording applications currently developing. It causes lots of paper to disappear and even late recording because they need extended time.

Sixth, three workers carried out the recording so that it could be more efficient. Record keeping can be more efficient by utilizing just one human resource. A good management information system needs to be implemented, such as keeping records neatly, structured, and analyzable so that the data can be used as material for company evaluation.

The recommended business development strategy for Warso Unggul Gemilang is to utilize digital technology (application of digitalization). This business development recommendation is based on the results of the analysis. The company implements direct marketing channels through word of mouth (WOM), between breeders, and WhatsApp social media. It shows that the company still needs to utilize the latest technology. The

significant impact of digitalization is found in critical activities, channels, value propositions, customer segments, cost structure, and revenue streams, while there are no significant changes in other elements. The following is the revised Business Model Canvas for Warso Unggul Gemilang, shown in Table 3.

**Table 3. Business Model Canvas After The Development of Warso Unggul Gemilang**

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
PT Universal Farm, PT Kemsasan Indah Sejahtera, PT Mensana Aneka Satwa, Romindo, Savero, Toko Mitra Jaya Hostgator (website), Marketplace, Facebook add.	Procurement of Input, Production, Marketing and Recording Digital marketing, digital recording, and digital training	<ul style="list-style-type: none"> <li>•Original Sentul free-range chicken with guaranteed quality</li> <li>•Free delivery throughout JABODETABEK</li> <li>•Doc has been vaccinated against NDIB</li> <li>•Can consult about free-range chickens</li> <li>•Affordable shipping costs for non-Jabodetabek, quality packaging specifically for non-Jabodetabek</li> </ul>	<ul style="list-style-type: none"> <li>• Excellent and friendly service based on digital/digitized</li> <li>• Longterm: free-range chicken consultation service</li> </ul>	Multi-side market: between free-range chicken breeders and distributors (culled chickens, rejected eggs) Psychographics: Choose native chicken. Geographical: Jabodetabek Expanded throughout Greater Indonesia
<b>Key Resources</b>			<b>Channels</b>	
Intangible resources, human resources who understand and are competent in digital and financial resources			<ul style="list-style-type: none"> <li>• Word of Mouth, direct channels, and WhatsApp</li> <li>• Website, social media, marketplace, non-Jbodetabek after-sales handling</li> </ul>	
<b>Cost Structure</b>		<b>Revenue Streams</b>		
Investment costs (capital takeover), investment depreciation costs, fixed costs, and variable costs There is an increase in fixed costs and variable costs		Sales of DOC free-range chickens, young culled chickens and culled eggs		

Source: Primary Data, 2020

### Key Activities

#### Implementation of digitization of recording

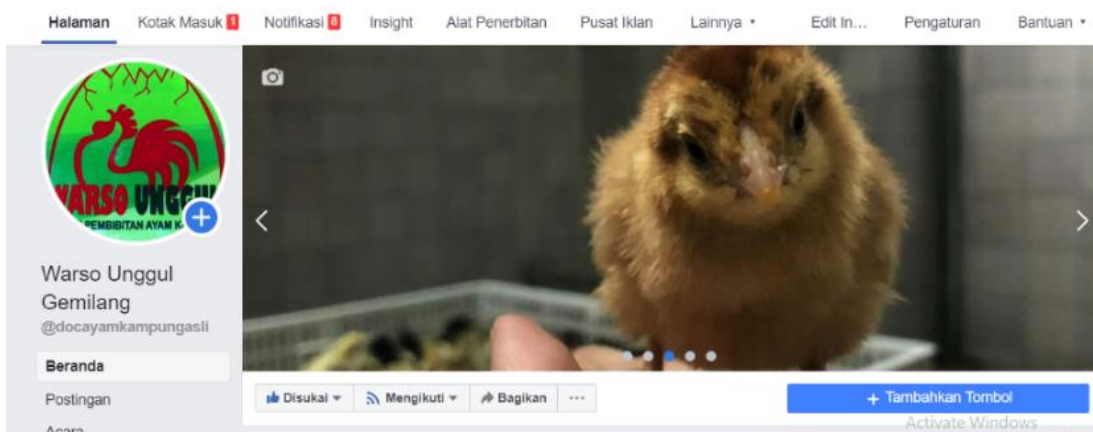
The application of digitalization to recording and marketing activities aims to increase the efficiency and effectiveness of these activities. Note-taking has experienced developments by utilizing technology such as Google Forms, data processing software, and the latest recording applications. Several records carried out include information about the population and age of chickens, the number of egg production (fertile/infertile), feed availability, medicines, vitamins and vaccines, the number of DOC harvests, and product sales. Applying digitization to recording has various benefits, including reducing paper use, enabling statistical analysis, and keeping records well. The performance of free-range chickens can be determined through productivity data in producing eggs, mortality rates, egg quality, and egg fertility in DOC. Using Google Forms and Microsoft Excel has proven efficiency in labor tasks. Previously, it required three workers (head of the cage, hatchery, and administration) to carry out records, but now it only requires one person. Cage heads and hatchery heads can use Google Forms to provide reports without recording them manually on paper and doing manual calculations. Sales recording activities are also helped by using the Cash Book application, which makes it easier to record sales transactions and expenses. The Cash Book can be accessed anytime to obtain information regarding profit and loss, accounts payable, and customer reports. Through the application of digital technology in recording activities, the company seeks to implement a great management information system (SIM) to increase efficiency and make it easier to evaluate each company

activity. The application of innovation allows agribusiness entrepreneurs to utilize new technology and methods to increase efficiency and productivity, reducing costs and increasing profits (Etriya et al., 2018; Rose & Chilvers, 2018).

### Implementation of marketing digitalization

Digitalization is applied to marketing activities by implementing digital marketing with social media, websites, and marketplaces. Purchases via online media make orders one month in advance, and a cooperation agreement is carried out with a letter of MoU (Memorandum of Understanding). The activities carried out are constantly posting information about free-range chickens, company activities, WUG products, and customer responses to WUG products.

Social media activities advertise products using Facebook ads. This implementation is considered efficient and effective because of low costs, broad reach, and suitable targets. The company's target consumers are 20 to 45 years old and interested in free-range chickens. Implementing Facebook ads costs IDR 800,000.00 monthly and is done six times yearly. These costs are sufficient and follow the cost structure, cost per mille (CPM), cost per click (CPC), and cost per action (CPA). This frequency is adequate, such as attractive advertising content determining the right target.



**Figure 1. Warso Unggul Gemilang Facebook Page**

Websites are a company's medium for increasing brand awareness. Companies need brand awareness to create a good impression in the minds of consumers and increase sales. The website can be visited on the page <https://warso-unggul-gemilang.business.site/>.

The application of digital marketing using the marketplace is reasonably practical. The marketplace makes it easier for consumers to make transactions, especially for customers outside Java, and marketing cull chicken. Marketplaces in Indonesia have collaborated with delivery services. It also makes selecting services and delivery costs easier according to the buyer's agreed-upon costs and location.

### Training required

Changes in crucial activity elements due to digitalization in marketing and record keeping include training activities for workers in the Warso Unggul Gemilang office in collaboration with GM Susanto training services with costs starting from IDR 1,450,000.00. This training activity takes the form of training that supports digitalization activities, especially digital marketing activities. According to Fatmawati



et al. (2019), training is urgently needed to increase competency, insight, and management of what occurs in livestock and business.

### **Channels**

The analysis results show that the solution that can be implemented is the maximum use of digital media to become a communication bridge between the company and customers. The social media recommended for use are Facebook, Instagram, and Twitter, based on the fact that in 2020, these social media were accessed by many users (source: Kemp (2020)). For marketplaces, it is recommended to use BukaLapak, Shopee, and Tokopedia. BukaLapak's choice is the right option for DOC sales because it has collaborated with Lion Parcel, offering quality delivery (cargo) at lower costs. Meanwhile, Shopee and Tokopedia are suitable for selling cull chicken products because they are marketplaces with the most significant number of users and have the potential to have many customers interested in these products. Channels do not only focus on the channels used but also involve strategies in reaching consumers and conveying value (value proposition) effectively because aggressively competitive agribusiness entrepreneurs usually look for ways to gain an advantage over their competitors (Panjaitan et al., 2021).

### **Value Proposition**

The value proposition element has changed due to the application of digital technology in key activities and channel elements. Marketing activities that utilize digital marketplace media provide new added value with cheaper, more affordable shipping and better packaging quality. The value proposition is also based on an entrepreneurial orientation to meet market needs and provide new products and services that still need to be met or create more value for consumers (Drucker, 2015).

### **Customer Segments**

The customer segment elements have changed if previously the target was only Java, especially Jabodetabek. Now, the consumer target is broader, namely throughout Indonesia. It is because digital marketing is intensively carried out so that the consumer target is, and there is a media marketplace that provides the best delivery service for non-Jabodetabek customers. Seizing or exploiting these opportunities through innovation requires effective decision-making and resource allocation (Bogers et al., 2019; de Aro & Perez, 2021; Sanchez et al., 2020).

### **Key Resources**

The essential resources element has changed with the addition of marketing administration staff responsible for digital marketing activities. According to Cho & Moon (2013) and Porter (1990), in traditional economic analysis, productive factors (i.e., labor, land, natural resources, and capital) play the most critical role in a given intensive trade flow.

### **Cost Structure**

Cost structure elements experience changes in operational costs, the impact of the implementation of digitalization. Changes in annual operational costs after the implementation of digitalization can be seen in table 4.

**Table 4. Changes in annual operational costs for Warso Unggul Gemilang**

No	Information	Cost (Rp)		
		Before	After	Change
1.	Variable Costs			
	a. Office Stationery	6,000,000	4,848,000	-1.152000
	b. DOC packaging box	78,240,000	89,580,000	11,340,000
	c. Facebook Ads		4,800,000	4,800,000
2.	Fixed cost			
	a. Administrative Salary		21,600,000	3,600,000
	b. Admin salary Marketing	18,000,000	33,600,000	3,600,000
	c. HA Administration	30,000,000	2,160,000	660,000
	d. HA Adm. Marketing	1,500,000	3,360,000	860,000
	e. Electricity, Telephone, WIFI	2,500,000	360.148.451	148,451
	f. Credit	360,000,000	4,800,000	2,400,000
	g. Training Costs	2,400,000	1,450,000	1,450,000
	h. Hostgator web		1,030,516	1,030,516
3.	Total Operational Costs	5,155,019,370	5,183,756,337	28,736,967

Source: Primary Data, 2020

There was an increase in operational costs of 0.55% or IDR 28,736,967.00. The application of digitalization in recording saved IDR 1,152,000.00 because the company reduced paper use. The cost increase occurred in Facebook ads, Hostgator, salaries, and holiday allowance (HA) for workers, electricity, credit, and training costs. Increase in salary costs and HA for marketing administration workers. From IDR 2,500,000.00 per month to IDR 2,800,000.00. With the consideration of having additional responsibilities for digital marketing activities. Dynamic capabilities enable companies to respond effectively to environmental changes, identify and exploit new opportunities, and build and maintain competitive advantages (Teece, 2007).

### Revenue Streams

In the Revenue Stream section, there was an increase in income from DOC (Day Old Chick) sales. The assumption underlying this increase is an increase of 12% based on the availability of DOC products. The application of digital marketing can increase sales by 3-10 times (Susanto, 2017), but in companies, the availability of DOC products only reaches 12%. After implementing digitalization, there was an increase in income of IDR 911,681,717.00, or around 31%. The increase in average sales only occurred for DOC products, with the minimum sales target of 80 boxes being met. By-products such as rejected chickens and eggs have stayed the same because the assumption is that the quantity sold remains the same, only the sales time is faster.

### Customer Relationship and Key Partnership

There were no significant changes in both elements. The customer relationship element has a good impact on maintaining good customer relationships. The critical partnership element is a cooperative relationship with website service providers and digital marketing platforms.

### Financial Analysis

Financial analysis in business development uses profit and loss analysis and R/C ratio analysis. The assumption used is income tax following Government Regulation number 23 of 2018 concerning income tax on income received from business. A

comparison of the profit and loss report before and after implementing digitalization can be seen in table 5.

**Table 5. Profit and Loss Report Before and After Implementing Digitalization**

No	Component	Before (Rp)	After (Rp)
1.	Reception		
	a. DOC	7,335,000,000	8,280,000,000
	b. Old culled chicken	393,250,000	393,250,000
	c. Young culled chicken	35,640,000	35,640,000
	d. Discarded Eggs	312,000,000	312,000,000
	Total Receipts	8,075,890,000	9,020,890,000
2.	Operating costs		
	a. Fixed cost	1,219,829,370	1,233,578,337
	b. Variable costs	3,935,190,000	3,950,178,000
	Total operational costs	5,155,019,370	5,183,756,337
3.	EBIT	2,920,870,630	3,837,133,663
4.	Interest costs	0	0
5.	EBT	2,953,370,630	3,837,133,663
6.	income tax	14,604,353	19,185,668
7.	EAT	2,906,266,277	3,817,947,995

Source: Primary Data, 2023

Based on table 3, the net profit received by the company increased by IDR 911,681,717.00 or 31% after implementing digitalization.

The R/C ratio analysis after the implementation of digitalization increased by 0.17 to 1.74, which means that the company's profits increased after the development, as seen in table 6.

**Table 6. R/C Ratio Analysis Before and After Implementing Digitalization**

No	Component	Before	After
1.	Total Revenue (Rp)	8,075,890,000	9,020,890,000
2.	Total operational costs (Rp)	5,112,519,370	5,172,416,337
3.	R/C ratio	1.57	1.74

Source: Primary Data, 2023

Based on the nine elements of BMC, business development is focused on crucial activity elements by implementing digitalization and innovation in marketing and recording to improve marketing management performance, be effective and efficient, and increase profits. Innovation from an entrepreneurial orientation can provide new products and services that meet unmet market needs or create added value for consumers (Drucker, 2015). The program work plan is measurable by evaluating the BMC elements that have been developed and implemented, setting the priorities that must be implemented so that they can create a multiplier effect, determining the budget and resources, carrying out continuous monitoring and evaluation, and having a competent implementation team as the person responsible. Dynamic capabilities to maintain competitive advantage in a changing environment (Teece, 2007) can facilitate the execution of innovations by agribusiness entrepreneurs. First, sensing or identifying new opportunities and threats can trigger innovative ideas (Leo et al., 2022; Zawislak et al., 2022). Second, by taking advantage of opportunities through innovative use of marketing tools by allocating resources according to competencies and needs (Bogers et al., 2019).

## CONCLUSION

Based on the company's analysis using BMC, it results in business development in crucial activity elements. Companies can apply digitalization to marketing and recording to improve marketing management and recording to achieve work efficiency and effectiveness. Moreover, use currently developing digital media to achieve work efficiency and effectiveness. Managerial implications that management can make must consider investing in technology and infrastructure that supports digitalization in marketing and recording. Companies must take advantage of developing digital media to achieve efficiency and effectiveness. It includes understanding trends and innovations in digital media to keep the company relevant and competitive in the market.

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