

BUSINESS DEVELOPMENT ANALYSIS OF “UMKM ALIF KUE BAYTAT KHAS BENGKULU” BASED ON BUSINESS MODEL CANVAS (BMC) AND BRAND STRATEGY CANVAS (BSC) METHODS

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ABSTRACT

Indonesia is renowned for its diverse array of traditional foods. One of the traditional foods, a food developed in Bengkulu, is bay tat cake. This cake has become a cultural heritage of the Bengkulu community, having been in existence for a long time and serving as food for kings. UMKM Alif is one of the producers that has been processing bay tat cake since 2011. To maintain the existence of products in the market and compete effectively, an appropriate strategy is necessary. This study aims to analyze the business development strategy of UMKM Alif Kue Bay Tat Khas Bengkulu using the Business Model Canvas (BMC) and Brand Strategy Canvas (BSC) approaches. Data was obtained through observation, interviews, and literature review, then analyzed using BMC and BSC. The results showed that UMKM Alif has strengths in the form of authentic taste, a halal label, and attractive packaging, with broad market opportunities through digital marketing and an increasing interest in traditional cuisine. However, this business also faces weaknesses such as limited product variants and suboptimal promotion, as well as threats from numerous competitors, while BSC emphasizes the importance of customer insights, product differentiation, emotional benefits, and brand identity. The recommended strategy is an aggressive strategy (SO) with a focus on product innovation, digital marketing optimization, and partnership expansion to enhance competitiveness and business sustainability.

I. INTRODUCTION

UMKM (*Usaha Mikro, Kecil, dan Menengah* or Micro, Small, and Medium Enterprises) have an immense contribution to economic growth in Indonesia, especially in the food sector, with a percentage of 36.08% of the total business (Badan Pusat Statistik, 2022). UMKM also absorbs up to 97% of the national workforce, making them the backbone of the economy. However, despite this contribution, UMKM still face various fundamental challenges, such as limited capital, inadequate access to capital and technology, weak business management, minimal collaboration with stakeholders, and low financial literacy in record-keeping (Al Attqia et al., 2024). These limitations highlight the importance of integrating digital and financial technology innovations in UMKM-based enterprises to strengthen economic resilience (Firdaus et al., 2024). Additional challenges include limited export market penetration, a lack of understanding of product design tailored to market needs, and legal constraints related to patents and trade regulations.

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The COVID-19 pandemic has worsened the situation for UMKM. Bank Indonesia data (2021) showed that the pandemic impacted more than 87.5% of UMKM, and 93.2% experienced a decline in sales (Refachlis, 2022). This situation emphasizes that an appropriate business strategy is crucial for business sustainability. A wrong strategy can seriously impact business sustainability and profitability. Sustainable strategies also require behavioral within community systems, where social collaboration play a vital role in achieving long-term sustainability (Haikal et al., 2025). Therefore, selecting a business strategy based on an appropriate theoretical framework is crucial for UMKM to survive and thrive.

Bay tat cake is a Bengkulu specialty cake, rectangular in shape, resembling a tart, and dominated by pineapple jam. This cake was once served to the kings of Bengkulu. Over time, bay tat cake became more widely available for the general public and became a popular souvenir when visiting Bengkulu Province. Today, bay tat cake is also known as juanda tat. Although the name "juanda tat" has an oriental accent, it has become a signature Bengkulu specialty. Alif, a small and medium-sized enterprise (UMKM), has been producing bay tat cakes since 2011. They offer a variety of oval-shaped tat cakes, giving the impression of a light cake suitable for everyday consumption. They also offer a pineapple jam variant sprinkled with cheese.

Although bay tat cakes have existed since ancient times and were a specialty of the kings of Bengkulu, they are still not as popular as other cakes readily available outside Bengkulu. Lack of proportions and marketing are factors that influence the quantity of purchases of this product. Bay tat cakes are produced exclusively in the Bengkulu region, and currently, purchases are only made during visits to Bengkulu, typically found in souvenir shops. Therefore, the importance of strategy in promoting a product is crucial, including through BMC and BSC analysis.

Business Model Canvas analysis serves to comprehensively describe the business model, enabling businesses to increase productivity and plan appropriate operational strategies. Meanwhile, the Business Strategy Canvas emphasizes strengthening brand identity and communication strategies to ensure product competitiveness and build customer loyalty. By integrating these two methods, micro, small, and medium enterprises not only become more operationally reliable but also build brands that are recognized and trusted by the market.

Several previous studies have used the BMC as a strategic analysis tool, but most have only linked it to a SWOT analysis. There remains a research gap regarding the application of the BMC integrated with the BSC in the context of traditional food UMKM. Based on Ermaya & Darna, 2019, Business Model Canvas (BMC) is a business model that describes the fundamentals of how an organization creates, delivers, and captures value. The Brand Strategy Canvas (BSC) focuses on developing a structured and practical brand strategy to create a superior identity by combining relevant audience insights with market share (Woods, 2020). This study aims to analyze the strategic steps of Alif Bay Tat cake UMKM through the Business Model Canvas (BMC) approach and analyze business development strategies using the Brand Strategy Canvas (BSC), to explore how these strategies contribute to the resilience and growth of post-pandemic businesses and as a sustainable step for UMKM in maintaining traditional food products in the increasingly modern market challenges.

2. METHOD

2.1 Research Design/ Approach

This research used a qualitative descriptive technique with a case study approach on the Alif UMKM in Bengkulu. Data were collected through observation and interviews. Data analysis used the Balanced Scorecard (BMC) analysis to examine business conditions across nine business model elements and the Balanced Scorecard (BSC) to formulate brand strengthening strategies.

2.2 Study Area

The research was conducted on the Bay Tat Alif cake UMKM located on Jl. Bhakti Dharmawanita RT 17 RW 02 No. 34 Pematang Gubernur, Bengkulu Province. The research was conducted from September to December 2024.

2.3 Methodological Framework

The research framework and stages include:

1. Literature Review: This study examined business development theories and models using the Business Model Canvas (BMC) and Brand Strategy Canvas (BSC) in business development strategies based on literature sources.
2. Case Study Observation: This study directly observed the business processes of the Bay Tat Alif cake UMKM to gain an overview of their business operations.
3. BMC and BSC Models: This study explored the BMC concept, encompassing nine elements: Key Partners, Key Activities, Key Resources, Value Propositions, Customer Relationships, Customer Segments, Channels, Cost Structure, and Revenue Streams. This was followed by an analysis of the elements contained in the Brand Strategy Canvas (BSC).
4. BMC and BSC Analysis: This study assisted business owners in gaining a holistic view of their business and strengthening their brand strategy. The BMC maps nine key elements, including customer segments, value propositions, distribution channels, and revenue, enabling UMKMs to identify their business position and identify development opportunities. The BSC emphasizes the importance of building brand identity and differentiation to differentiate products from competitors.
5. Research Flows:

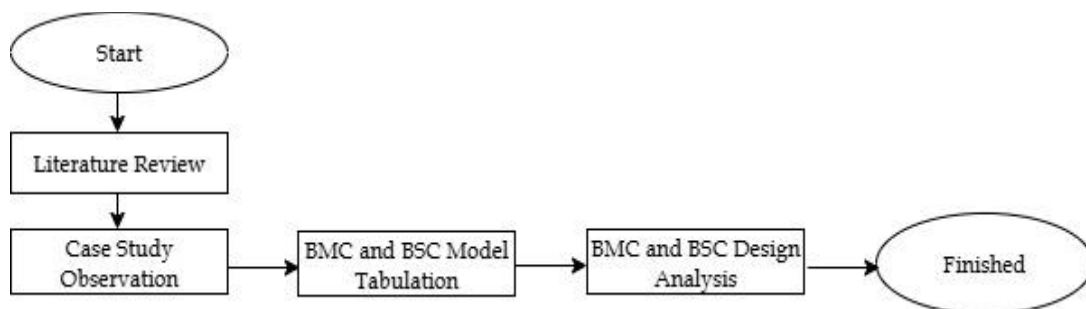


Figure 2. 1 Research Flows

2.4 Data Collection and Sampling

The data used in this study includes primary and secondary data. Primary data was obtained through direct interviews with the owner of the UMKM, while secondary data was obtained through literature review and bibliography.

1. Primary Data

Data collected through observations and interviews with the owner of the Alif Bay Tat cake UMKM to obtain information on business conditions, distribution processes, customer segments, relationships, and business partners in running the Bay Tat cake business in Bengkulu. This information was processed using the Business Model Canvas (BMC) concept.

2. Secondary Data

Data obtained from various sources, such as journals, books, and official websites, served as supporting material to complement the primary data.

2.5 Data Analysis Method

This study used qualitative descriptive analysis with a case study approach.

1. Observation

Observations were conducted through direct observation at the Bay Tat Alif cake UMKM in Pematang Gubernur District, Bengkulu Province. The purpose of this observation was to directly understand the activities and operations of the Bay Tat Alif cake UMKM.

2. Interviews

Interviews were conducted directly with the UMKM owner using in-depth interviews to obtain clearer and more comprehensive information regarding customer segments, distribution channels, customer relationships, revenue sources, key resources, core activities, key partners, and the cost structure used in running the Bay Tat Alif cake UMKM.

3. Literature Review

A literature review was used to analyze the Business Model Canvas (BMC) and Brand Strategy Canvas (BSC) theories from sources relevant to the research on the Bay Tat Alif cake UMKM. The results of the literature review were used to develop a business development concept based on the nine BMC components, followed by strategy formulation using the Brand Strategy Canvas (BSC) concept for the Bay Tat Alif cake UMKM.

3. RESULT AND DISCUSSION

3.1 Overview of UMKM Kue Bay Tat Alif Bengkulu

Bay Tat Cake (Juada bay tat), often called Juada Bay Tat, is a typical Bengkulu cake. Alif UMKM is a home-based business that has been producing Bay Tat Cake in Bengkulu City since 2011. The Alif Bay Tat Cake UMKM was founded to preserve one of Bengkulu's traditional foods as a culinary business opportunity and introduce Bay Tat Cake to the wider community, not just in Bengkulu.

In an effort to increase sales and competitiveness with similar businesses, Alif UMKM is developing its product marketing. Initially marketed only through souvenir shops and stalls near the production house, it is now expanding its promotion and sales through social media. The presence of Alif Bay Tat Cake makes this Bengkulu culinary specialty accessible not only to locals but also to people outside of Bengkulu Province. The product of Ali Bay Tat Cake is shown in the Figure 3.1 below.



Figure 3. 1 The Product of Bay Tat Alif Cake (UMKM Alif)

Bay tat cake products from Alif UMKMs are marketed at prices ranging from Rp12,000 to Rp20,000 per box. The price offered is cheaper compared to the price of similar products; this is one of the strategies implemented in facing similar competitors. In addition to maintaining the authentic taste of bay tat cakes with a traditional manufacturing process, Alif UMKMs add new flavor variants or flavor combinations to increase the appeal of bay tat cake products without losing the characteristics of traditional cakes. According to Fakhriyyah et al., (2022), to outperform business or enterprise competitors, in addition to introducing digital marketing, education about product innovation in UMKMs is important to provide added value to the product and attract consumer interest in buying, and a renewal of market interest.

3.2 Business Model Canvas (BMC) Analysis

The Business Model Canvas (BMC) is a tool used to assist business processes in describing, designing, creating, and testing business models that are expressed in a visual representation of nine business concept elements. The results of the Business Model Canvas (BMC) concept analysis on the bay tat product from the Alif UMKM are depicted in the canvas in Figure 3.2.

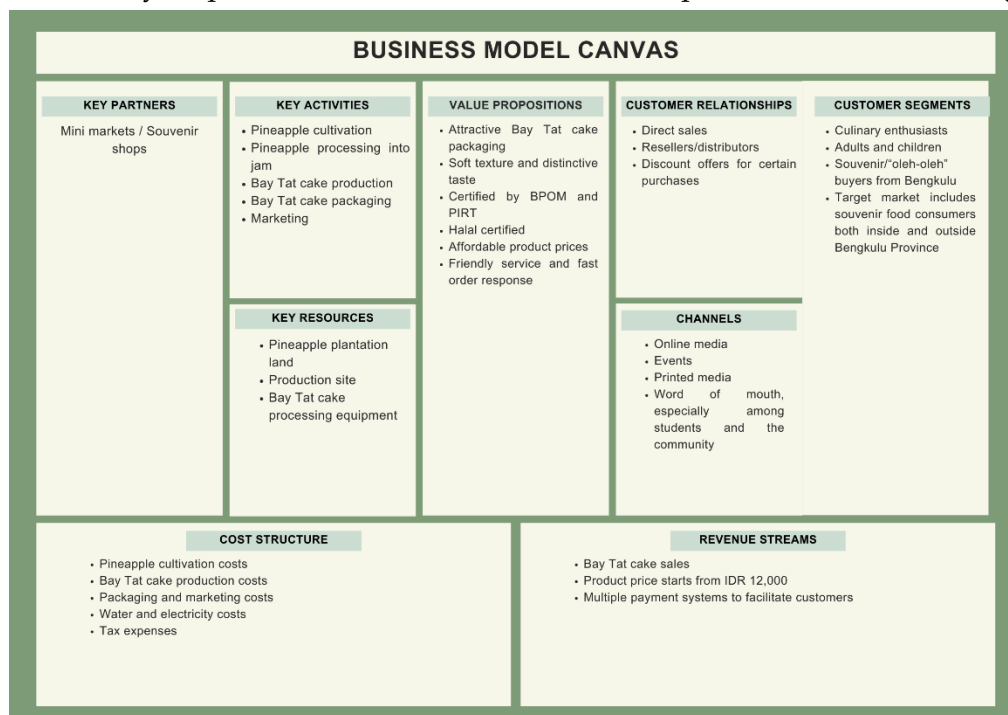


Figure 3. 2 Business Model Canvas (BMC) UMKM Kue Bay Tat Alif

Customer Segments

Customer segments are groups of individuals or organizations that a company wants to target and serve (Armareta & Pahlevi, 2024). Alif UMKM has specified Customer Segments (CS) as their potential buyers or customers, including: First, family food, which is suitable to be eaten with family members, second, adults, food intended for adults as a substitute for large meals and as a substitute for breakfast and so on, when outlets or souvenir shops are aimed that consumers can use Bay Tat Cakes as souvenirs or for wedding gifts.

Value Proposition

Value Proposition (VP) is the superior value of a product owned by a business actor to gain attention, so that it can attract consumers who have been determined according to its classification. Alif UMKM Value Proposition includes: having an attractive and practical Bay Tat Cake packaging, having a clear Brand, having BPOM and P-IRT Permits. Kue Bay Tat Alif has a soft texture with delicious and sweet pineapple jam. Kue Bay Tat Alif also has a slogan “Buy a minimum of 2 pcs, free shipping throughout Bengkulu city”.

Channel

Channels are a part that describes how a business can communicate with customer segments (CS) and reach out to provide products that have value. In simple terms, channels are a link between the company and consumers and customers (Warnaningtyas, 2020). The Alif UMKM channel is through social media such as Facebook, Instagram, WhatsApp groups and exhibition activities held by agencies at the sub-district, city and provincial levels such as the Bengkulu provincial year event (Tabot, Kampung Ramadhan, government events supported by the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia and the Ministry of Tourism and Creative Economy/Tourism and Creative Economy Agency of the Republic of Indonesia. The following is an example of a promotional page for Bay Tat Alif cake products using social media.

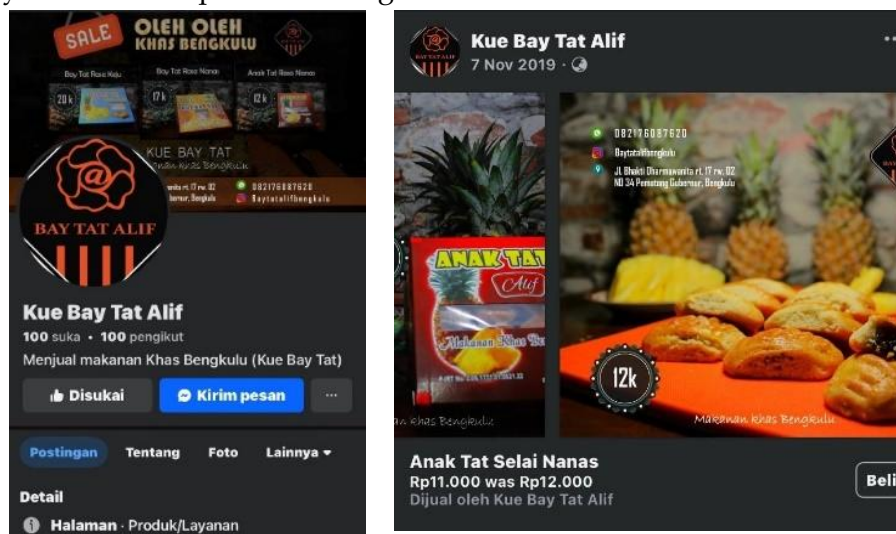


Figure 3. 3 Promotion Media of Kue Bay Tat Alif

Customer Relationship

Customer Relationship (CR) is a way for organizations to establish bonds with customers to build specific relationships to increase and maintain sales (upselling) (Amanda et al., 2022). For Alif's Bay Tat cake products, Alif UMKMs have their own way of building Customer Relationships (CR), including direct sales in stores, through resellers or distributors to souvenir shops and Bengkulu specialty foods, and there are price cuts and discounts with certain minimum sales.

Revenue Stream

Revenue stream, often referred to as an income stream. According to (Kamila et al., 2017) explained that a revenue stream is the ability to generate profit from business activities, such as sales. Alif's UMKM generates income through direct sales, distributors, and social media.

Key Resources

Key resources are capital owned by business actors and are assets needed to support business operations (Rukka et al., 2018). Alif's UMKM has resources such as its own pineapple cultivation land, Bay Tat cake-making equipment, and its own shop. These resources serve as the initial capital for its business.

Key Activity

Key activities are activities undertaken by business owners to create products that align with their Value Proposition (VP). The Alif UMKM has several key activities, including growing its own pineapple plants to make Bay Tat Cake jam, conducting its own marketing, and creating its own packaging designs. These are the activities that are routinely carried out daily in running a business.

Key Partnership

Key Partnership is a form of cooperation with other parties that is expected to support the business being run. Alif UMKM has partners including: grocery stores as the main supplier of raw materials such as flour and sugar and other ingredients. Bengkulu specialty food stores, Bengkulu souvenir shops as extensions of Alif UMKM, but still minimal sales. Alif UMKM also partners with online motorcycle taxis such as Grab, Maxim and convectional motorcycle taxis to deliver products ordered by consumers online or offline.

Cost Structure

The cost structure describes all the costs involved in running a business model (Armareta & Pahlevi, 2024). The cost structure used in the Alif UMKM business process includes pineapple cultivation maintenance costs, Keu Bay Tat production costs, packaging and marketing costs, water and electricity costs, and tax costs and currently added to employee salary costs.

3.3 Analisis Brand Strategy Canvas (BSC)

Branding is a fundamental part of marketing activities and is crucial to understand as a whole. Brand strategy is a brand management strategy created to regulate all brand elements related to consumer behavior. Figure 3.4 shows how Alif UMKM can brand their products using the *Brand Strategy Canvas* model.

Customer Insight

Consumer insight aims to understand consumer interests in a product brand, such as mindsets, aspirations, moods, motivations, desires, and attitudes regarding a product's actions. Consumer insight is also developed to understand consumer needs, monitor competitor movements, and inform future product sales innovations, from product ranges to advertising communications (Rademacher, 2023). Creativity in service offerings and product innovation development can facilitate meeting consumer needs and desires.

Customers of "Alif Bengkulu" Bay Tat Cake are generally tourists, immigrants, or residents seeking Bengkulu's signature dish. This UMKM upholds core values, including the preservation of local culture, quality, and honesty in the production process, and sustainability by supporting local farmers and preserving the environment.

Competitive Environment

Competitive Environment refers to the industry segmentation that includes a company's direct competitors. Direct competitors are competitors that offer similar products or services. The superiority of Bay Tat Cake "Alif Bengkulu" lies in its focus on authentic taste, natural ingredients, and no preservatives, so it is superior in terms of quality. The strategy of Bay Tat Alif UMKMs in facing direct competitors is to join partners in various activities, while maintaining the quality and characteristics of Bay Tat Bengkulu cakes. Then, in facing indirect competitors by providing quality products and distinctive flavors at affordable prices and providing delivery order services (direct delivery to customers with minimum purchase requirements) accompanied by purchase discounts.

Customer Insights (A) Customers are looking for authentic, delicious Bengkulu specialties that are suitable as souvenirs. They want high-quality, practical, and long-lasting products. Therefore, Bay Tat Alif MSMEs can be an alternative choice of food that can be served every day and can be used as souvenirs.		
Competitive Environment (C) Competition with local souvenir shops and similar MSMEs that also sell traditional specialties. Some competitors use lower quality ingredients to keep prices down. Face indirect competitors by providing quality products with distinctive flavors at affordable prices and offering delivery services (direct delivery to customers with a minimum purchase requirement) accompanied by purchase discounts.		
Product Features (B) Bay Tat cakes are made using a traditional recipe from Bengkulu, using natural ingredients, without preservatives, and packaged attractively and hygienically. The advantages of Bay Tat Alif products over competitors include the variety of types offered, such as Bay Tat Jumbo, Bay Tat Sedang, and Anak Tat, which are oval-shaped (Leaf), as well as superior flavors, namely pineapple jam and cheese. The products sold also have a very relevant expiration date and comply with BPOM regulations.		
Rational/ Functional Benefits (C) (D) - Provides an experience of enjoying Bengkulu's unique snacks/cuisine. - Easy to carry as souvenirs, and durable for long trips. - Affordable prices - Best Packaging	Brand Positioning Statement Traditional, practical, and nutritious (A) Audience for: local Bengkulu community, consumers outside Bengkulu Province (B) Description ___ is: An SME engaged in the production of traditional Bengkulu foods (C) Benefits: provides consumers outside Bengkulu Province with the experience of purchasing and consuming Bengkulu's signature cakes (D) Proof: uses high-quality raw materials and hygienic production processes (E) Payoff so that: consumers can enjoy traditional Bengkulu cakes even if they are not in Bengkulu Province Brand Essence Traditional, Cultural, Nutritious	Company Values - Preservation of local culture - Quality and honesty - Sustainability to support local farmers and the environment - Providing employment for women living near production facilities
Emotional Benefits (E) - It brings a sense of nostalgia and pride in Bengkulu's traditional culture. - Consumers feel that they are supporting the preservation of local traditions when they buy this product.		Brand Personality - Distinctive characteristics of Bengkulu culture - Traditional foods with simple flavors - Soft and crispy texture, yet dense and filling
Key Messages - Bay Tat Alif cake, an unforgettable authentic taste of Bengkulu. - The best choice for souvenirs from Bengkulu. - Enjoy the traditions and authentic flavors of Bengkulu in every bite.		

Figure 3. 4 Brand Strategy Canvas (BSC) of UMKM Bay Tat Alif

Product Features

Product features are characteristics designed to enhance a product's function or increase consumer interest in it. They enhance product functionality and appeal, leading to increased consumer satisfaction and loyalty, ultimately aiding in competitive positioning within the seafood market (Nurliza et al., 2021). Bay Tat Alif cake is a traditional Bengkulu delicacy with a sweet taste and soft texture. It's made using a traditional recipe passed down through generations, using high-quality ingredients like palm sugar, grated coconut, and the finest flour. Furthermore, the product's packaging is designed to be attractive, hygienic, and suitable as a practical souvenir.

Rational Benefits

Rational Benefits are the advantages offered by a product based on the functionality provided through its features or characteristics (Barnard, 2018). In the context of traditional food products, consumer decisions are influenced not only by sensory satisfaction but also by health perceptions and knowledge of nutritional content, which aligns with findings on how understanding the human body system affects eating behavior (Firdaus et al., 2025). The benefits offered by the Alif UMKM with its Bay Tat Cake are functional; this product provides the experience of tasting delicious, high-quality traditional Bengkulu cakes. Furthermore, in terms of product delivery, Alif UMKM offers free delivery for orders with a minimum purchase of two boxes of Bay Tat, which can be delivered directly to consumers within the Bengkulu area free of charge. For areas outside Bengkulu, purchases of up to 10 boxes of Bay Tat also include free shipping. This is certainly what attracts customers and encourages consumer interest.

Emotional Benefits

Emotional benefits create an emotional bond between a product and its customers, fostering brand loyalty (Andriani et al., 2024). Emotionally, Kue Bay Tat "Alif Bengkulu" evokes feelings of nostalgia and connection to Bengkulu traditions. Purchasing this product is not just about enjoying the food, but also about supporting the preservation of local culture. Consumers feel proud to be part of efforts to preserve traditional heritage, while also experiencing the warmth and authenticity of regional flavors. These emotional benefits foster consumer loyalty to Alif's products.

Brand Essence

Brand essence is a term coined to describe the core characteristics of various products created by a company. Some of the benefits of having a brand essence include streamlining the marketing process, engaging consumer emotions, and maintaining consistency. A brand marketing strategy is effective in creating a strong brand image and customer engagement through innovation, superior design, high-quality products, personalized service, digital marketing, and customer satisfaction strategies (Zou, 2023). The brand of this UMKM consists of three words: "BAY," "TAT," and "Alif," which in Bengkulu means "Mother Cake," and Alif is the name of the owner. The Alif UMKM is explained as a place or parent company for home-based cakes, which is expected to become a thriving and growing business. The slogan for the Alif UMKM is "Buy 2 Get Free Shipping." The brand essence of Bay Tat Cake "Alif Bengkulu" is "The Heritage of Authentic Bengkulu Taste." This reflects the company's commitment to presenting authentic and high-quality traditional Bengkulu flavors, representing local cultural heritage.

Company Values

Company values are the values that form the basis of employee behavior and motivation, as well as the identity of a business for employees and the wider public (Koch, et al., 2022). Company values will also be a distinctive characteristic that distinguishes a company from others, even though they operate in the same industry. The value of Alif UMKM is that this UMKM upholds values such as preserving local culture to keep Bengkulu's traditions and original recipes alive, prioritizing quality and honesty by always using the best ingredients and transparent production processes, as a form of sustainability by supporting local farmers by using local raw materials and maintaining environmental sustainability and providing jobs for the surrounding community.

Brand Personality

Brand personality is the characteristic inherent in a brand name. This makes the brand closer to consumers because it aligns with its target segment (Trabelsi, 2019). The brand personality of Alif UMKM reflects the character of a traditional personality brand with distinctive tastes and cultural heritage, conveying a sense of warmth by promoting a sense of togetherness and kinship through the products consumed. It consistently produces the best products while maintaining the distinctive characteristics of Bay Tat since ancient times.

Key Messages

A key message is the core message you want to convey to your target audience. Every business must ensure that the message it wants to convey is effectively conveyed (Widjaja, 2022). The key message of the Bay Tat Alif UMKM is "Enjoy the traditions and authentic taste of Bengkulu in every bite," a message they want to convey to consumers to strengthen the connection between the product and local cultural values.

Therefore, using the Business Model Canvas (BMC) and Brand Strategy Canvas (BSC) at Bay Tat Alif MSME in Bengkulu can reinforce a solid business foundation and improve brand image. The BMC plays a role in comprehensively analyzing all internal elements of the business, including customer segmentation, value proposition, distribution channels, key assets, as well as cost structure and revenue streams. With this model, UMKM Alif can understand the production process, marketing, and profitability of Bay Tat products. Meanwhile, the BSC model prioritizes external elements related to brand strategy, which include key messages, company values, and how the product differentiates itself from competitors. On the other hand, a solid branding strategy through the BSC will strengthen the value proposition in the BMC, so that the product not only runs efficiently in business but also offers emotional and rational appeal in the minds of consumers. Therefore, the implementation of the BMC can clarify the branding strategy, while the branding strategy developed through the BSC also serves to strengthen the business model. Hence, the UMKM Bay Tat Alif can increase competitiveness, expand the market, and ensure business sustainability amidst increasingly fierce competition.

4. CONCLUSION

The Bay Tat Alif Cake UMKM has been able to survive and thrive despite facing significant challenges. This success is inseparable from the right business strategy utilizing the Business Model Canvas (BMC) and Brand Strategy Canvas (BSC). Through the BMC, Alif UMKM successfully identified customer segments, formulated appropriate value propositions, built strong customer relationships, and optimized distribution channels,

resources, core activities, partnerships, and cost structures. This strategy allows Alif UMKM to remain competitive, maintain quality, and meet consumer needs. Meanwhile, the implementation of the BSC strengthens brand identity by highlighting the values of tradition, quality, and product uniqueness, as well as creating emotional bonding with consumers through clear and relevant key messages.

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