



Business Strategy Development Of Salted Fish Msmes Based On Business Model Canvas In Malabero Village, Bengkulu City

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ABSTRACT

Salted fish Micro, Small, and Medium Enterprises (MSMEs) in Malabero Village, Bengkulu City, play a significant role in the local economy. However, these businesses face challenges such as limited market reach, lack of innovation, inefficient production processes, and weak financial management. This study aims to analyze the current business model of salted fish MSMEs using the Business Model Canvas (BMC) framework and propose strategic improvements to enhance their competitiveness and sustainability. The research employs a qualitative approach, including field observations, interviews with business owners, and document analysis. The findings indicate that most MSMEs rely on traditional sales channels, lack product differentiation, and have minimal digital marketing adoption. To address these issues, this study suggests several strategic developments: (1) market expansion through digital platforms and retail partnerships, (2) product innovation with better packaging and value-added variants, (3) adoption of modern processing technologies to improve efficiency, and (4) improved financial management and access to funding. By implementing these strategies, salted fish MSMEs in Malabero Village can strengthen their market position, increase profitability, and ensure long-term sustainability. The study provides practical recommendations for business owners, policymakers, and industry stakeholders to support the growth of the salted fish sector in Bengkulu City.

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in driving economic growth, especially in coastal areas where fisheries serve as a primary livelihood (Ahmadi, 2024). Malabero Village is one of the thirteen villages in Teluk Segara District, Bengkulu City. Malabero

Village is geographically located along the coastal area, therefore the majority of its livelihoods are as fishermen whose catches are then processed into salted fish. Based on observations made by researchers in Malabero Village, there are many home industry businesses for salted fish in Malabero Village, Bengkulu City.

The Home Industry Business for Salted Fish in Malabero Village, Bengkulu City is not yet well known due to lack of marketing. Marketing is only done through verbal communication, there has been no effort to promote marketing, especially salted fish, so a marketing strategy is needed for the Home Industry Business for Salted Fish in Malabero Village, Bengkulu City so that fish marketing can run optimally (Yuliani & Herfianti, 2024). In Malabero Village, Bengkulu City, salted fish MSMEs contribute significantly to the local economy by providing employment and ensuring the availability of processed fish products. However, despite their potential, these businesses face various challenges that hinder their growth and competitiveness.

One of the main challenges is the traditional business approach, where production, marketing, and distribution methods remain inefficient. Limited access to modern technology, lack of product innovation, and inadequate packaging reduce the appeal of salted fish in wider markets, including supermarkets and export destinations. Furthermore, the dominance of conventional sales channels, such as local markets and direct transactions, limits market expansion. Additionally, many MSMEs struggle with financial management, making it difficult to scale up operations and invest in quality improvements.

To address these issues, a structured business strategy development is essential. The Business Model Canvas (BMC) provides a comprehensive framework for analyzing and enhancing key business components, such as value propositions, customer segments, revenue streams, and distribution channels. By applying BMC, MSMEs can identify opportunities for innovation, optimize resource allocation, and establish strategic partnerships to improve market reach and profitability.

This research aims to analyze the current business model of salted fish MSMEs in Malabero Village using the BMC framework and propose strategic improvements to enhance their competitiveness and sustainability.

LITERATURE REVIEW

Management Strategy

Strategic management is the process of planning, implementing, and evaluating decisions that focus on achieving the long-term goals of an organization or business. Strategic management helps companies deal with changes in the business environment, take advantage of opportunities, and overcome existing challenges., strategic management involves analyzing the internal and external environment, formulating strategies, implementing, and evaluating and controlling strategies (Susanto, Ali, Sawitri, & Widyastuti, 2023).

Strategic management consists of three main stages: Strategy Formulation: Determining the vision, mission, goals, and strategies based on internal and external environmental analysis. Strategy Implementation: Implementing the formulated strategy through the allocation of appropriate resources and policies. Evaluation and Control: Measuring the effectiveness of the strategy implemented and making adjustments if necessary.

The Business Model Canvas (BMC) developed by Lima & Baudier (2017) is a strategic tool that helps businesses understand and develop their business models. BMC includes nine main elements: Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. In the context of strategic management, BMC is used to design, test, and improve business models to be more adaptive to market changes and competition. Strategic management is very important for MSMEs to increase competitiveness and business sustainability. The main challenges of MSMEs include limited capital, suboptimal marketing, and lack of innovation and operational efficiency.

Therefore, the implementation of BMC-based strategies can help MSMEs identify market opportunities, develop more valuable products, and increase business efficiency

Business Model Canvas

Business Model Canvas explains the basics of creating, delivering, and evaluating a business. Business Model Canvas was introduced in 2005 by Swiss entrepreneur Alexander Osterwalder in his book *Business Model Generation*. Here he explains a simple structure that represents the basic elements of a business model. Business Model Canvas is often used by various start-up businesses because it is a summary of business ideas that is easier and faster than a Business Plan that is made for dozens of pages to create a business idea concept. Business Model Canvas has nine important element factors in it; Customer Relationship, Value Proposition, Channels, Revenue Streams, Key Activities, Customer Segments, Cost Structure, Key Resources, and Key Partnership. With the Business Canvas Model, the depiction of the business model with nine interconnected elements becomes more interesting and helps to understand the elements that can help companies to develop value for consumers to be more focused and better (Aliwinoto, Hedyani, & Malinda, 2022).

A business model can describe the business strategy carried out by a business unit or company. The business model is described as a blueprint for a strategy that will be implemented through systems, processes, and organizational structures (Rahmawati & Setiawan, 2022). The Business Model Canvas has several basics known as blocks in business, namely offerings, consumers, finance and infrastructure. These blocks have nine components/items. The offering block consists of the benefits consumer segments. The financial block includes costs (cost structure) and revenue streams. While the infrastructure block includes partnerships (key partners), key activities and key resources. The explanation of the nine blocks above will be explained in the following theory and is an indicator in analyzing the development of the Business Model Canvas MSMEs (Ariska, Yustanti, & Sari, 2023; Rahayu, Astuti, Mustangin, & Sandy, 2022; Rahmawati & Setiawan, 2022; Sukarno & Ahsan, 2021).

1. Customer Segment

This first element explains which users are the company's target. Consumer targets themselves are also divided into several segments, ranging from age, gender to consumerism levels.

2. Value Proposition

The value proposition explains the products or services provided by the company and what added value is offered to customers. This is a basic element to attract and retain customers.

3. Channels

In BMC, it is a means for interaction between the company and customers. Whether it is for promotions, buying products to services answering complaints.

4. Customer Relations

This element can help companies determine the right strategy to interact with customers

5. Revenue Streams

Revenue Streams explain how companies get sources of income from a product or service provided.

6. Main Activities

This element explains all activities related to business productivity with a product, the main activity is to produce a value proposition so that the main activity can run.

7. Main Resources

This element in BMC contains a list of resources that must be planned and realized by the company in order to get a value proposition.

8. Key Partnerships

This element explains the list of external resources so that the business model being run can run and function properly.

9. Cost Structure

This element explains the financial scheme that stops the company's operations. Starting from how much is the financing per day? The cost of resources used to marketing costs.

METHODS

Type of Research and Data Source

The method used in this research is descriptive qualitative which provides an overview of the business model using the Business Model Canvas. The qualitative descriptive method is an approach that produces descriptive data from written and oral facts of observed behaviour that takes place scientifically (Rahmawati & Setiawan, 2022). The qualitative data obtained is internal data from salted fish UMKM in Malabero sub-district which covers all business activities. Primary data is the source of data in this study because it comes from interviews with owners and direct observations of UMKM.

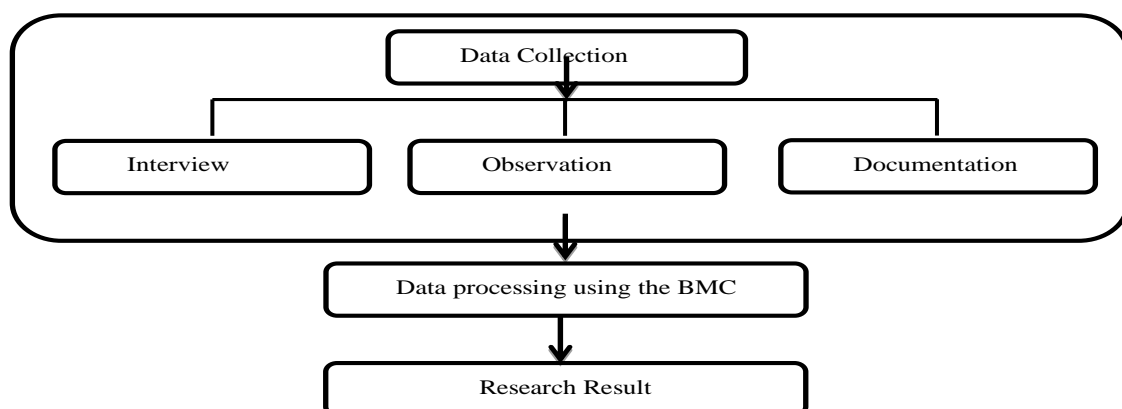
Data collection Techniques

Interviews with UMKM owners and direct observation are data collection techniques used in this study. Interviews are a data collection technique in which researchers interact and dialogue with respondents (UMKM owners) to dig up the information needed from respondents. Observation utilizes the five senses and is a data collection technique used in research. In this study, direct observation was used by visiting the Salted Fish UMKM in Malabero sub-district.

Data Analysis Techniques

Data analysis was conducted using the Business Model Canvas (BMC). The Business Model Canvas explains the basics of creating, delivering, and evaluating a business. The nine important elements in the Business Model Canvas are Value Proposition, Customer Relationship, Channels, Revenue Streams, Customer Segments, Key Activities, Cost Structure, Key Resources, and Key Partnership (Aliwinoto et al., 2022). The results of the interview process and direct observation will be tabulated with the nine components in the BMC. After that, a discussion was held accompanied by literacy activities from previous studies to determine what kind of strategy and development needs to be carried out by salted fish UMKM in Malabero Village.

Figure 1 Research Design



RESULTS AND DISCUSSION

Based on the results of observations and interviews with salted fish MSME players, the current MSME business model still uses traditional approaches with limited marketing. The results of the current Business Model Canvas analysis of salted fish MSMEs are shown in table 1.

Table 1 Current BMC of salted fish MSMEs

BMC Components	Current State
Customer segments	The majority of customers come from traditional market, small food stalls, and wholesalers
Value propositions	Salted fish product at affordable prices, but do not yet have
Channels	Sales are still centred on traditional markets, with few using social media or e-commerce
Customer relationships	Customers relationships are still transactional with no loyalty programme or customer retention strategy
Revenue Streams	Main revenue comes from selling bulk salted fish, with no additional product diversification
Key Resources	Depends on the availability of fish from fishermen, with the production process still manual and simple
Key Activities	Main focus on production and distribution without a planned marketing strategy
Key Partnerships	Partnerships are limited to local fish suppliers and traditional market traders
Cost Structure	The main cost come from raw materials, production, and distribution, with a relatively small profit margin

Source: Data Processed, 2024

Based on the analysis, Salted Fish MSMEs have a number of potentials and challenges that must be overcome so that MSMEs can develop. The potential and challenges are as follows:

Table 2 Potential Of Salted Fish Msmes

Aspect	Potential
Availability of raw materials	Coastal areas have an abundant supply of fish to be processed into salted fish
Stable market demand	Salted fish remains a necessity for the community, restaurants, and wholesalers
Digitisation opportunities	Utilization of e-commerce and social media can increase marketing reach
Government support	MSMEs assistance and training programmes can be utilized for business development

Source: Data Processed, 2024

Table 3 Contraints Of Salted Fish Msmes

Aspect	Contraints
Competition with imported products	Some imported salted fish products have more competitive prices
Lack of product innovation	The majority of MSMEs still sell salted fish in conventional form without differentiation
Limited market access	Distribution still focuses on the local market and has not yet entered the modern retail or export segments
Capital constraints	MSMEs still experience constraints in obtaining funding to increase production and marketing

Source: Data Processed, 2024

Based on BMC analysis and the challenges faced, the following are strategies that can be implemented to improve the competitiveness of salted fish MSMEs.

Table 4 Development Strategy Of Salted Fish Msmes

BMC Components	Development Strategy
Customer segments	Reach out to customers such as supermarkets, large restaurants and export markets
Value propositions	Offering high-quality salted fish with a variety of flavours (spicy, sweet, low salt) as well as hygienic and attractive packaging
Channels	e-commerce (Shopee, Tokopedia), social media (Instagram, facebook) and create an official website
Customer relationships	Build a customer loyalty programme, provide promos/discounts for repeat purchases, and improve online customer service
Revenue Streams	Diversify products such as premium salted fish packaging, salted fish chilli, or salted fish-based processed products
Key Resources	Increase production capacity with modern drying equipment, trained labour, and access to capital from the government's MSMEs programme
Key Activities	Develop digital marketing, product innovation, and improve production process efficiency
Key Partnerships	Collaborate with retail distributors, large restaurants, marketplaces, and government institutions for training and funding
Cost Structure	Optimizing production costs with modern technology, utilizing digital advertising for more cost-effective marketing

Source: Data Processed, 2024

Business Model Analysis Of Salted Fish Msmes Based On Business Model Canvas (BMC)

The results showed that the majority of salted fish MSMEs still apply traditional business models that rely on direct sales in local markets and small distributor networks. Based on analysis using the Business Model Canvas (BMC), it was found that some elements of the business model still require development in order to compete in a wider market.

1. Customer Segments

Salted fish MSMEs currently have main customer segments in the form of households, small food stalls, and wholesalers in traditional markets. However, modern market segments such as supermarkets, large restaurants, and online customers are still not widely worked on.

2. Value Propositions

The main advantages of salted fish from MSMEs are relatively cheaper prices and distinctive flavours. However, there are still weaknesses in the aspects of product innovation, packaging, and certainty of quality standards that can attract a wider market segment.

3. Channels

Salted fish MSMEs still rely heavily on traditional distribution in local markets and small resellers. Only a small percentage have utilised social media and marketplaces for digital marketing.

4. Customer Relationships

Customer relationships are still transactional with no loyalty programmes or effective customer retention efforts, such as digital customer service or membership-based promotions.

5. Revenue Streams

The main source of revenue still comes from selling salted fish in bulk form without any product diversification, such as processed salted fish ready for consumption or premium products with modern packaging.

6. Key Resources

Salted fish MSMEs rely on the supply of fresh fish from local fishermen as well as labour that has not used much modern technology in production.

7. Key Activities

The main activities of these MSMEs include salted fish production, distribution to traditional markets, and direct transactions with customers. However, there has not been much effort in digital marketing and product innovation.

8. Key Partnerships

Partnerships are still limited to local fish suppliers and market traders, while the potential for cooperation with supermarkets, large restaurants, and e-commerce is still not fully utilised.

9. Cost Structure

The main costs include the purchase of raw materials (fresh fish and salt), labour costs, and distribution costs. However, efficiency in production and marketing costs remains a challenge

Business Model Development Strategy for Salted Fish MSMEs

The business model development strategy for salted fish MSMEs is based on the Business Model Canvas (BMC) analysis. The following is a detailed explanation of each aspect and strategy that can be applied to increase the competitiveness and sustainability of salted fish MSME businesses.

1. Customer Segments

Current Conditions:

- a. Salted fish MSMEs mostly serve traditional markets, such as small food stalls, households, and wholesalers in the market.
- b. Modern customer segments, such as supermarkets, large restaurants, and online consumers, have not been well developed.

Development Strategy:

- a. Expanding Market Segments: Targeting new customers, such as large restaurants, hotels, supermarkets, and export markets.
- b. Adjusting Products to Consumer Preferences: Developing salted fish with hygienic packaging, low-salt salted fish for health, and seasoned salted fish to attract a wider range of consumers.
- c. Segmentation Based on Price and Quality: Providing standard salted fish products for traditional markets and premium products for modern retail.

2. Value Propositions

Current Conditions:

- a. The main product is only conventional salted fish with low added value.
- b. The packaging is still simple and less attractive to the modern market.
- c. The main advantage lies only in the low price.

Development Strategy:

- a. Product Innovation: Developing variations of salted fish, such as seasoned salted fish, low-salt salted fish, or ready-to-eat packaged salted fish.
- b. Improving Product Quality and Safety: Using a hygienic production process, airtight packaging, and including nutritional information and halal/BPOM certification.
- c. Branding and Differentiation: Building a premium salted fish brand with clear positioning, such as "Healthy and Hygienic Salted Fish" to attract urban consumers.

3. Channels

Current Conditions:

- a. Distribution is still limited to traditional markets and local resellers.
- b. Not many people use e-commerce and social media effectively.

Development Strategy:

- a. Utilizing Digital Marketing: Actively selling through social media such as Instagram, Facebook, and TikTok with interesting content about the product.
- b. Enter E-commerce: Marketing products through platforms such as Shopee, Tokopedia, Bukalapak, and Lazada to reach more customers.
- c. Collaboration with Supermarkets and Minimarkets: Establishing cooperation with modern retail stores to sell products with premium packaging.

4. Customer Relationships

Current Condition:

- a. Customer relationships are still transactional without a customer retention strategy.
- b. There is no loyalty program or active communication with customers.

Development Strategy:

- a. Building a Customer Community: Creating a WhatsApp or Telegram group to share recipes and benefits of salted fish, as well as providing exclusive promos.
- b. Loyalty and Discount Programs: Providing discount promos for loyal customers or incentives for customers who recommend products.
- c. Digital Customer Service: Providing customer service via chat on WhatsApp or social media to provide product information and handle customer complaints.

5. Revenue Streams

Current Condition:

- a. Revenue only comes from selling salted fish in bulk.
- b. No additional product or service diversification.

Development Strategy:

- a. Product Diversification: Offering new product variants, such as practical packaged salted fish, salted fish chili sauce, or salted fish-based snacks.
- b. Subscription Box Service: Providing monthly salted fish package services for regular customers, especially for restaurants or online customers.
- c. Price Increase with Added Value: Selling salted fish with exclusive packaging that is more hygienic and practical to increase profit margins.

6. Key Resources

Current Conditions:

- a. Resources are still limited to traditional production with simple tools.
- b. Limited capital to develop the business.

Development Strategy:

- a. Investment in Production Technology: Using modern dryers to improve production efficiency and product quality.
- b. Access to Funding: Applying for loans or grants from the government, such as the People's Business Credit (KUR) program for MSMEs.
- c. HR Training: Taking part in production, digital marketing, and financial management training to improve the skills of MSME actors.

7. Key Activities (Main Activities)

Current Condition:

Main activities are still focused on production and distribution without a clear marketing strategy.

Development Strategy:

- a. Increasing Digital Marketing Activities: Routinely uploading content on social media, conducting paid advertising, and collaborating with culinary influencers.
- b. Regular Product Innovation: Conducting market research to develop new product variants that suit consumer tastes.
- c. Establishing Strategic Partnerships: Building collaboration with restaurants, catering, and exporters to expand distribution.

8. Key Partnerships (Main Partnerships)

Current Condition:

Partnerships are still limited to fish suppliers and traditional market traders.

Development Strategy:

- a. Collaboration with Restaurants and Hotels: Providing a supply of premium quality salted fish for the culinary industry.
- b. Partnering with Marketplaces: Using advertising and promotion features on e-commerce platforms to increase online sales.
- c. Collaboration with the Government and Financial Institutions: Accessing MSME development programs and obtaining funding for business expansion.

9. Cost Structure

Current Condition:

Main costs come from raw materials, production, and distribution, with a relatively small profit margin.

Development Strategy:

- a. Production Efficiency: Using modern production equipment to reduce labor costs and speed up the fish drying process.
- b. Digital Marketing Optimization: Reducing offline marketing costs by focusing on more effective and cost-effective online promotions.
- c. Increasing Production Scale: Increasing production volume to lower unit costs and increase profits.

The strategy for developing a salted fish UMKM business model based on the Business Model Canvas (BMC) can increase competitiveness and business sustainability through:

1. Digitalization of marketing and distribution.
2. Product diversification to add added value.
3. Development of strategic partnerships to expand the distribution network.
4. Increasing production efficiency with modern technology.

CONCLUSION AND SUGGESTION

Based on the results of the Business Model Canvas (BMC) analysis of salted fish MSMEs, it can be concluded that the business model applied still has great potential to develop, but there are several challenges that need to be overcome. Wide Market Opportunities: Salted fish MSMEs have stable market demand, both from the household segment and the culinary business. The potential for modern markets such as supermarkets, large restaurants, and exports is still wide open if MSMEs are able to improve product quality and marketing strategies. Limitations in Distribution and Marketing Channels: Most salted fish MSMEs still rely on traditional markets as

their main distribution channels. The use of e-commerce, social media, and digital marketing strategies is still minimal, so that market reach is not optimal. Lack of Product Innovation: The products offered are still in conventional form without significant differentiation. The lack of innovation in flavor variants, packaging, and processed forms makes the product less attractive to the modern customer segment. Problems in Production Efficiency: Limited capital and the use of traditional production equipment cause low efficiency and consistency of product quality. The drying and preservation processes are still carried out manually, which poses a risk to quality standards and competitiveness in the wider market. Limitations in Strategic Partnerships: Cooperation with potential partners such as supermarkets, large restaurants, and exporters is still very limited. Without a strong partnership, salted fish SMEs find it difficult to expand their market and increase their production scale.

To increase competitiveness, MSMEs need to optimize digital marketing through social media and e-commerce, diversify products with modern packaging and innovative variants, and increase production efficiency through drying technology and quality certification. In addition, expanding the distribution network by partnering with restaurants, supermarkets, and exporters, and managing costs efficiently will help increase profitability and business sustainability. With this strategy, salted fish MSMEs can grow faster and compete in both domestic and international markets.

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