

LA PROJECT Business Planning Using The Business Model Canvas (BMC) From Processed Waste Furniture Production Become Kitchenware Products

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ABSTRACT

The high interest in the furniture and handicraft industry has led to a surge in demand for furniture and handicrafts, which has made business players compete to increase the quality and quantity of their production. The high demand has also resulted in an increase in the amount of waste from furniture production, but many companies/business actors are still unable to handle this production waste properly. This research is qualitative and aims to know and review readiness in making business plans from processed furniture production waste by using the elements of creating a business model canvas. Data collection techniques used are observation, interview documentation, and literature study. After the data is collected, it is processed using source triangulation. Based on the results of the research, things that can be used as a reference in creating a business here is by stating the readiness of planning from all segmentation according to the method taken, namely the business model canvas here, the production waste is processed into kitchenware, namely cutlery products or multipurpose kitchen needs from processed wood waste

Keywords: Business model canvas (BMC), Furniture Production Waste, Business

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INTRODUCTION

Developing creative works in Indonesia has increased several business sectors, including the furniture and handicraft business. Based on the Minister of Industry's explanation, in the first quarter of 2021, the performance of the furniture industry increased and grew positively by 8.04% after previously experiencing a contraction of 7.28% due to the COVID-19 pandemic. The sub-sector of the wood industry, wood products, rattan, and furniture, also contributed 2.60% to the growth of the agro-industry group (Ministry of Industry, 2021).

The growth of the furniture industry is caused by several things, ranging from Indonesia's climate, which is a tropical climate so that various types of trees can proliferate, and also a significant shift in household spending to arrange and renovate houses—assessing the pace of performance of the

furniture and handicraft industry on product demand for export, which improved in the final quarter of 2020. In 2020, the export value of furniture products penetrated USD 1.91 billion, an increase of 7.6% from 2019, which reached USD 1.77 billion. . This is due to the blessing of the United States' trade war with China (Kemenperin.go.id, 2021). Deputy Chairman of the Indonesian Furniture and Handicraft Industry Association (HIMKI) Abdul Sobur said that the increase in orders had been felt by business players since September 2020, primarily from Uncle Sam's country, as a correlation of the trade war in addition to the ongoing Covid-19. "Now it is more difficult for Chinese products to enter, so there is room for us to take. Its means there is a good opportunity because demand from the US continues to increase compared to other countries. So the trend for the fourth quarter of 2020 is growing" (Himki, 2020).

Based on 2021 data, Indonesia has 1,114 companies engaged in the furniture industry with a production capacity of 2.9 million tons per year. The high interest in the furniture and handicraft industry has led to a surge in demand for furniture and handicrafts, which has made business players compete to increase the quality and quantity of their production. The high demand has also increased the amount of furniture production waste, but many companies/business actors are still unable to properly handle this production waste (Ministry of Industry, 2020).

In the hands of skilled and creative people, wood waste can be reused as raw material for quality crafts and has a high selling value. Furniture production waste such as bars and sawdust has the potential to be processed into handicrafts, laminated wood, recycled furniture, and others.

Using this wood waste, an innovative design, idea, and idea to process wood waste from furniture production is made into a business plan using visual tools or a strategic designer to easily define the idea or business concept using the business model canvas (BMC).

Based on the problem formulation, the purpose of this study is to show how to plan a business idea using the business model canvas (BMC) method from processed furniture production waste.

LITERATURE REVIEW

According to Abrams (2005), a business plan is an important document containing a company description. The plan shows the current position, future vision, and plans to realize that vision. BMC analysis is an analytical model that describes how organizations create, deliver, and capture value from an organization. However, there are weaknesses such as ignoring the organization's strategic goals, not mentioning the existence of competition, and not setting priorities in its business model. Through this approach, the nine elements contained in the business model will be displayed on one canvas. The use of BMC itself has advantages in business model analysis, namely being able to describe and comprehensively the current condition of an organization based on consumer segments, the value offered, value offering paths, customer relationships, revenue streams, vital assets, cooperation partners, and its cost structure (Fitriani et al., 2020).

According to Brown & Petrello (2004:20) in Maulana (2016), a Business is an institution that produces goods and services the community needs. Business is an organized individual business activity to produce and sell goods and services to make a profit in meeting the needs of society. "Business is an institution which produces goods and services demanded by people." Its means that business is the activity of an institution/institution that produces goods and services because of the demand from the public. If there is much demand for the needs of the community, then production will be increased and make a profit (Wicaksana, 2020).

According to Brown & Petrello (2004:20) in Maulana (2016), a Business is an institution that produces goods and services needed by the community. Business is an organized individual business activity to produce and sell goods and services to make a profit in meeting the needs of society. "Business is an institution which produces goods and services demanded by people." This means that business is the activity of an institution/institution that produces goods and services because of the demand from the public. If there is a lot of demand for the needs of the community, then production will be increased and make a profit (Wicaksana, 2020).

According to Alder (1999) in Rustiadi (2008:339), planning is a process of determining what you want to achieve in the future and the stages needed. Some argue that planning is an activity limited by a specific time scope, so planning is further defined as a coordinated activity to achieve a specific goal within a particular time.

A business plan is a written document prepared by an entrepreneur that describes all the internal and external relevant elements regarding the company to start a business. The content is often an integrated plan regarding marketing, capital, manufacturing, and human resources (Hisrich & Peters, 1995:113).

The furniture industry is one of the industrial sectors that continues to grow in Indonesia. The need for products from the furniture industry continues to increase because this industrial sector provides interior design and artistic value that can provide comfort can support various activities. Indonesian furniture now also plays an essential role as a source of foreign exchange for the country because product enthusiasts are not only domestic but also overseas. This situation makes furniture manufacturers compete to produce quality products according to consumer desires. From the many requests for this furniture, more waste is produced by furniture producers (Amkri, 2014).

The number of competitors with different uniqueness becomes the main challenge that makes business actors rack their brains to run their businesses. So it is necessary to develop a strategy, choose and place any market share, and the correct basis in marketing the product. Due to the high production of furniture and the demand for furniture in the domestic and international markets, each furniture manufacturer is competing in achieving their respective quantities because this also causes an increase in production waste. There are several wastes produced by the furniture/furniture product-producing industries, which are divided into three, namely solid wood waste, coarse or fine powder waste, and other waste produced, namely smoke and ash as a result of burning wood to produce hot steam for steam and ovens.



Picture 1. Furnitur Industry waste

Source by PT Langgeng Sejahtera Indonesia (Jepara)

Iskandar Mahdi (1995) Kitchen or kitchen is a particular room or place that has equipment and utensils and equipment to process food until it is ready to be served or Kitchenware (kitchen utensils): the utensils used in a kitchen and kitchen utensils: standard tools used for cooking activities, serving food and eating and drinking utensils.

Kitchenware or kitchen utensils are utensils, utensils, plates, and cooking utensils used in food preparation or presentation. Kitchen utensils can also store food before or after preparation (Bhakti, 2020).

Business Model Canvas (BMC) as a strategy in management in the form of a visual chart consisting of 9 elements can provide a more comprehensive picture of business planning but is relatively easier to understand and apply. Business people often use the business plan Model Canvas (BMC) in planning a new business (start-up), but this model is also used by business actors who are running their business (Osterwalder et al., 2014). Elements of the business model canvas.

- 1) Customer segment is the first element that must be owned in starting this canvas business model, which determines which customer segment will be the business's target. According to Kotler & Keller (2016), segmentation is the division of a market into several different groups of buyers. Market segmentation can be intended as a division of different (heterogeneous) markets into homogeneous market groups, where each group can be targeted to market a

product according to buyers' needs, desires, or characteristics. For example, an airline may issue two products to meet the needs of two different customer segments, or there may be two television stations presenting two programs to cater to different customer segments.

- 2) Value Proposition is a barrier that is a product advantage. What are the actual points that can benefit the company's customer segment?. It is an opportunity to describe the strengths and advantages that distinguish one business from another.
- 3) Channel is a medium to deliver the solutions to reach consumers. This channel can be a website, online advertisement, application, or even a salesperson,
- 4) Customer relationship, an element where the company establishes bonds with its customers, needs strict and intensive supervision, so customers do not quickly turn to other businesses just because of a poor relationship.
- 5) Revenue stream is the most vital part, where the organization derives revenue from customers. This element should be managed as much as possible to increase business revenue. Do not let any raw materials, products, or performance that is not utilized optimally.
- 6) Key activities are all activities related to business productivity related to a product, where the main activity is to generate a value proposition.
- 7) Key resource is a partition in the business model canvas containing a list of resources companies should plan and own to realize their value proposition. All types of resources, including raw material management, human resource management, and operational process management, are considered in creating a business model.
- 8) Key partnership is used to organize the flow of goods or other services. These key partner/partner positions are helpful for the efficiency and effectiveness of the critical activities that have been created. There is nothing wrong with establishing good relationships to create a business cycle following expectations.
- 9) Cost structure the last element that is no less important than the other eight elements is the business financing structure. Managing costs will make a business run more efficiently and minimize the risk of loss. It can also determine the right value proposition for customers (Tan & Prasetyo, 2019).

Advantages of Business Model Canvas

- a. BMC helps provide a brief overview of the business model and lacks unnecessary details compared to traditional business plans.
- b. The visual nature of the Business Model Canvas makes it easier for anyone to reference and understand.
- c. Easier to edit and can be easily shared with employees and stakeholders.
- d. Business Model Canvas can be used by large companies or start-ups with only a few employees.
- e. It explains how various aspects of a business are related.
- f. We can use the BMC template to guide sharing and discussion sessions on effectively defining your business model.

Previous research aims to serve as a guide and reference for comparison. In addition, it also avoids the assumption of similarities with this study. So in the basic study of this theory, the researchers include the results of previous studies in table 1.

Table 1. Previous Researchers

No	Title	Author	Method	Years
1	Entrepreneurship briefing for Muhammadiyah high school students through the Business Model Canvas (BMC) method	Beny dan Klemens Wedanaj	Business Model Canvas (BMC)	2019
2	Adoption of Engineering Business Plan Model Canvas for Planning Street Culinary MSMEs in the Gatot Subroto area of Banjarmasin	Rizka Zulfikar, Prihatini Ade Mayvita , Purboyo, dan Syahran	Business Model Canvas (BMC)	2019
3	E-Commerce Design at Jeys	Maulana Rifki	Business Model	2020

No	Title	Author	Method	Years
	Corner to Increase Sales Using the Business Model Canvas (BMC) Method	Haiqal dan Yuliazmi	Canvas (BMC)	

METHOD

This research method is included in qualitative research using literature study, data collection, and planning analysis of data using the business model canvas (BMC). Researchers carry out literature studies by reading and studying books, journals, and reports as well as other sources or literature that supports research—collecting data through observation, conducting surveys with furniture business actors or experts, collecting documents related to furniture production waste, interviews with furniture/furniture/processed wood business actors, for processing the data from the interview opinion using elements of the business model canvas (BMC) and for the validity of the data using triangulation.

Research Subject

Research subjects are sources of information that have experience and follow the subjects chosen by the researchers. The respondents in this research are experienced in the furniture/processed wood industry or business and have experience processing waste in the furniture industry.

Data Type

a. Primary Data

Data from interviews with respondents (business experts) regarding business creation using a business model canvas from processed furniture production waste.

b. Secondary Data

The data used are furniture/furniture business actors in Jepara Regency, previous research journals, books, and previous reports.

Data Collection Techniques

a. Observation

According to observation, a data collection technique has specific characteristics compared to other techniques. Observations were made by looking directly at the field, such as the situation and condition of furniture production waste in furniture manufacturers in Jepara. The results of this observation can be used to assist in making business model designs using the business model canvas (Sugiyono, 2010).

b. Interview

Interviews collect informational materials by conducting oral questions and answers unilaterally, face to face, and with predetermined directions and goals (Sudijono, 2012).

c. Library Studies

In the research and preparation of this final project, the author takes secondary data from books, scientific journals, or previous research related to the topic taken.

Data Processing Techniques

a. Data Validity

The validity of the data in this study uses the source triangulation method. Triangulation is defined as a technique that combines various data collection techniques and existing data sources. Researchers do triangulation. Of course, there is a specific purpose to be done. In this study, the triangulation method was used. Triangulation is also defined as a technique that combines various data collection techniques and existing data sources. Researchers do

triangulation; of course, there is a specific purpose. There are several types of triangulation which are method triangulation, theoretical triangulation, data source triangulation, technique triangulation, and time triangulation. So what is used in processing this research data is to use source triangulation (Bachtiar, 2010). Triangulation of data sources is a data collection technique to prepare data from different sources with the same technique (Sugiyono, 2010)

b. Data Processing with Business Model Canvas Elements

The qualitative data processing, which was obtained from the validity analyst, was made a business design from waste processing with expert opinion data processing, analyzing the preparedness aspect of the waste processed product in the readiness of the product concept and then proceeding with data processing using the Business Model Canvas elements, namely: Customer Segment, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partners, Cost Structure.

RESULT AND DISCUSSION

Based on the results of observations, literature studies, and interviews with respondents conducted from March to May 2022, it was obtained a business plan for processed furniture production waste. This business plan is outlined in the existing business components on the elements of the business model canvas (BMC) based on the opinions of experts in the furniture business and added with other supporting data obtained from books, journals, and current trend developments as follows.

Operational Variable

This operational variable in Table 2, obtained from previous researchers, is used as a reference in making questions for interviews with expert respondents in the furniture industry business. An operational variable is an attribute or trait as well as a value that has a certain variation that has been determined by the researcher to be studied and conclusions drawn. Operational variables are needed to determine the types and indicators of the variables involved in this study. In addition, operational variables aim to determine the measurement scale of each variable, so that hypothesis testing using tools can be carried out correctly (Sugiyono, 2016).

Table 2. Operational Variabel (PRATIWI, S. D. (2018))

Variable	Sub Variable	Indicator
Business Model Canvas (Business Model that describes the rationale for how to create, deliver, and capture value)	Customer Segment (Describes a distinct group of people or organizations that the business is trying to reach or serve)	1. Customer segmentation 2. Customer's wish 3. Customer characteristics
	Value Prepositions (Describes a mix of products and services that create value for customers)	1. Product uniqueness 2. Consumer satisfaction 3. Services 4. Product innovation
	Channels (how a company communicates and reaches customers)	1. Channel used 2. Media used for promotion Media criticism and suggestions
	Customer Relationship (how to maintain a good relationship with customers)	1. Ability to get new customers 2. Ability to retain old customers 3. Creating value by engaging customers 4. Accept special orders from customers After sales service
Business Model Canvas (Business Model that describes the rationale for how to create, deliver, and capture value)	Revenue Streams (income that the company receives from its customers)	1. Payment options 2. Types of Products sold 3. Possible by-product

Variable	Sub Variable	Indicator
		4. Service fee
	Key Resources (The most important assets needed for a business model to work)	1. Important company assets 2. Brand strength
	Key Activities (the most important things the company must do for the business model to work)	1. Involve employees in providing ideas/input
	Key partnerships (network of suppliers and partners that make the business model work)	1. Company partners 2. Cooperation with competitors
	Cost Structure (all costs incurred to operate the business model)	1. Fixed cost 2. Additional costs of supporting the production of products from processed waste

Triangulation

From the review of the expert opinion polls that have been carried out, the results of the Respondent's Opinion Survey can be made triangulation by the creation of a business model for waste processing that will be carried out. Source triangulation is exploring the truth of certain information through various methods and sources of data acquisition.

In addition to triangulating the results of interviews with respondents, researchers also made observations reading literature/reports, news, and articles. The purpose of this source triangulation analysis is to serve as a tool for ensuring the validity of data and references in creating a business based on the recommendations of respondents/business experts.

Respondent Profile

The triangulation process carried out is conducting interviews with business experts in the furniture/furniture/rattan industry, based on the expert questions needed in the preparation of business concepts using the business model canvas, from operational variables from previous researchers, namely:

1. The main informant is Mr. Liem Laurentius, chairman of the Indonesian Furniture and Handicraft Industry Association (ASMINDO) East Java Commissariat and director of CV Bintang Selatan in Gresik Regency, East Java, who is the owner of CV Bintang Selatan specializing in rattan furniture products since 1995.
2. Key informant is Mrs. Tanti as Chief Executive Officer (CEO) or director of PT Langgeng Sejahtera Indonesia in Jepara Regency, Central Java, a company specializing in solid wood furniture, the primary raw material of mahogany wood since 2014.
3. The Supporting Informant is Mrs. Nancy Meilina Dewi Rahardjo, an Operations Manager at PT Furnindo International, Jepara Regency. She has been an expert in the furniture or processed wood business since 1998.

Table 3. Characteristics of Respondents

Category	Responden 1	Responden 2	Responden 3
Business Expert (Have A business)	Owner CV Bintang Selatan Gresik, East Java	Owner PT Langgeng Sejahtera Indonesia Jepara, Central Java	Manager Operational PT Furnindo International Jepara, Central Java
Understanding furniture production waste	Yes	Yes	Yes

Category	Responden 1	Responden 2	Responden 3
have treated furniture production waste	Yes, Produce wood waste be frame	Yes, Produce Wood waste be phone holder	Yes, Produce Wood waste be Gift
Experienced in the furniture industry or like for more than 10 years	27 years on industri furnitur rattan	10 years on industri furnitur wood (mahogany and teak)	24 years on industri furnitur wood

Business Model Canvas

Using the triangulation method from the results of the interviews that have been carried out above, the author enters the data into the business model canvas and adds other supporting data as follows.

a. Customer segments

The customer segments in this business plan are Business to Business (B2B) and Business to Customer (B2C). B2C is referred to here as young people (students/workers), millennials or housewives as the target segment (Business to Customer/B2C), as well as restaurants and cafes, wedding organizers/event organizers who like the concept of "back to nature" as a segment (Business to Business/B2B) the desire of consumer characters who like the concept of back to nature as a Business to Business (B2B) Segment.

b. Value Proposition

From the results of the three respondents' opinions, the values suitable for this kitchenware product are the value of creativity, those who like the concept of nature or "back to nature," environmentally friendly, innovative, multifunctional, and affordable prices.

c. Channels

The three respondents think that channels in delivering value to consumers are suitable for the majority to use on social media networks and e-commerce marketplaces, then participate in exhibitions or events and use partnerships.

d. Customer Relationship

Respondents gave suggestions and opinions that building relationships with customers by increasing quality is the most important to provide satisfaction to consumers, provide good service and maintain relationships, provide educational services and information about products to consumers, and provide membership services. /membership, creating customer relationship management (CRM), providing product promotions, and creating or entering into communities compatible with kitchenware products or products from wood waste/ natural nuances.

e. Revenue Streams

Income derived from sales of kitchenware products pay per view from content about education and product information uploaded on social media, youtube (Adsense), and a profit sharing system in partnership if it already exists.

f. Key Resources

In the respondent's opinion, the writer divides it into three parts: physical resources, human resources, intellectual resources, financial resources (funds), and waste raw material resources.

g. Key Activities

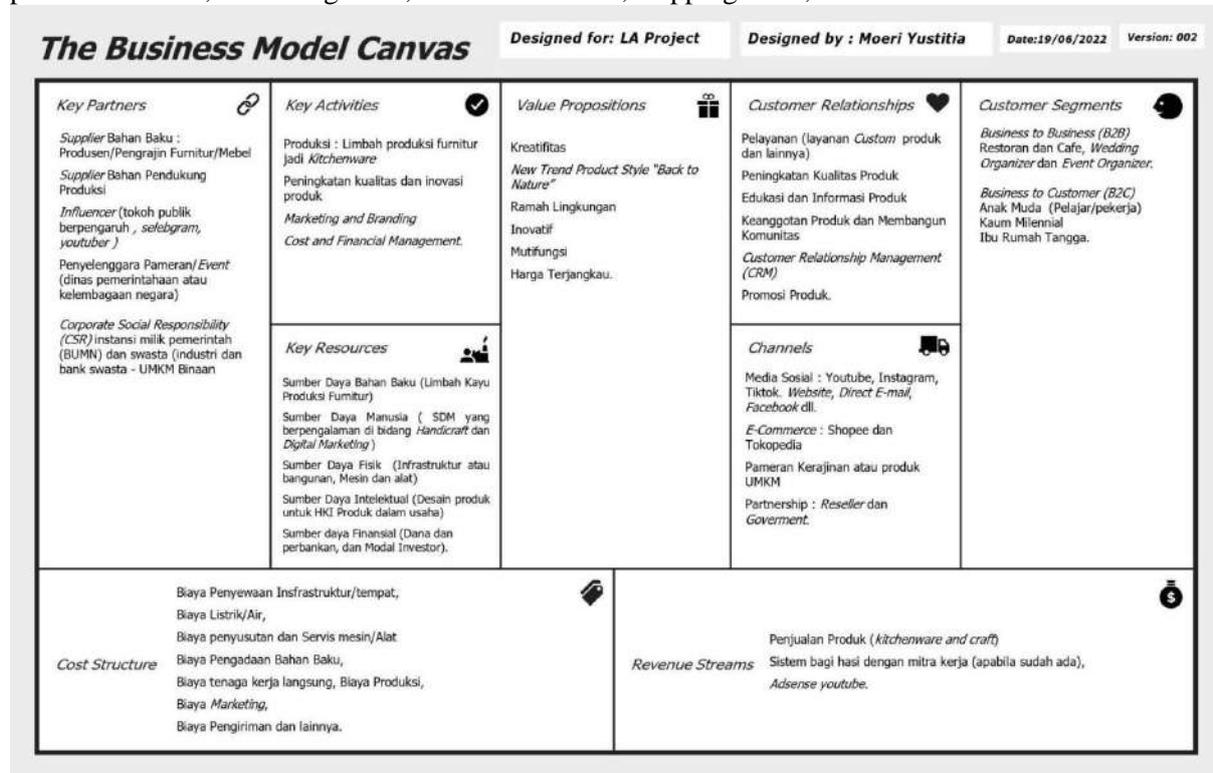
In the respondents' opinion, the researchers found that the main activity in creating this business is producing furniture production waste into kitchenware products, then improving product quality and innovation, carrying out marketing and product branding activities, and carrying out cost and financial management.

h. Key Partners

From the opinion of respondents, potential partners in making this business plan are furniture companies supplying raw materials for wood waste for furniture production, suppliers of production support materials, influencers, exhibition/event organizers, and participating in Corporate Social Responsibility (CSR).

i. Cost Structure

The cost structure in this business plan is the cost of leasing infrastructure/place, electricity/water costs, depreciation costs and machine/tool service, raw material procurement costs, production costs, marketing costs, direct labor costs, shipping costs, and others.



Picture 2. Design Business Model Canvas from Waste Production Furnitur become Kitchenware product

Discussion

Business Plan Model Canvas From Waste Furnitur Production

This business is named "LA PROJECT" and is a small and medium business unit (UMKM) planning to be located in Jepara Regency, Central Java, which produces processed waste from furniture production into kitchenware products or kitchen utensils and other products that are of sale value from processed products. Wood furniture/furniture production waste. The office and production warehouse are planned to be built in the Blebak area, Mlonggo district, Kab. Jepara, Central Java. LA PROJECT comes from Long Affairs Project, a long-term relationship effort against Indonesian furniture waste. This business unit has business specifications that offer and sell kitchenware products or other premium products processed by furniture waste so that they have different values from other or similar products on the market. Some of the most prominent local businesses for handicrafts or similar products are primarily in the areas of Jogja, Solo, and Magelang. So, for the situation of competitors for Jepara Regency itself, it is still not too specific to meet the market and is still relatively small because the majority in Jepara are centers of furniture/furniture and sculpture craftsmen.



Picutre 3. Business logo

This LA Project will later be targeted as a small and medium-sized business whose production intensity: More than 20 employees with worker specifications (10% of which will be filled by experience in making handicraft/handicraft products) and can hook the high demand for increasing domestic products every year until it continues to increase significantly.

CONCLUSION

Based on the results of research and discussion on business planning from processed waste regarding the use of the business model canvas (BMC). The business planning results were obtained from processing furniture production waste into kitchenware using the business model canvas (BMC) method.

a. Customer Segment

This business is intended for Business to Business (B2B) for restaurants/cafes, wedding organizers/event organizers. At the same time, Business to Customer (B2C) is intended for young people, millennials, and homemakers.

b. Value Preposition

The central values that appear in the kitchenware and craft products from the LA Project are nature, creativity, affordable price, eco-friendly, innovation, quality, and multifunctional.

c. Channels

The channel for communicating the kitchenware products used is using social media and e-commerce, participating in exhibitions, events, and partnerships, partnering with government agencies regarding examples of ministries or related agencies that help SMEs with the LA Project, and attracting resellers.

d. Customer Relationship

The way to build good relationships with LA Project customers later is to improve quality, most important to provide satisfaction to consumers, provide good service and maintain relationships, then provide educational services and information about products to consumers, provide membership/membership services, form a community related to kitchenware or wood products/environmentalists and by having Customer Relationship Management (CRM) and product promotion.

e. Revenue Streams

The primary profit will be obtained from selling kitchenware products from the LA Project, YouTube Adsense, and a profit-sharing system with partners (if any).

f. Key Resources

The resources that must be possessed in the creation of this business plan are physical (buildings, equipment, and machinery), human resources (experienced in making handicrafts and digital marketing), raw material resources, financial resources (funds, banking, and capital from investors), then intellectual resources (Patents on product designs through HKI for LA Project).

g. Key Activities

The main activities in this business plan are producing furniture production waste, improving quality and innovation, conducting marketing and branding, and arranging and arranging costs or funding correctly and with discipline (cost and financial management).

h. Key Partners

The potential work partners in making this business plan are furniture companies or furniture business craftsmen to supply raw materials for furniture production waste, with suppliers of production support materials, influencers, organizers of craft exhibitions and events, and outsourcing companies that provide the necessary labor such as experienced in the fields of handicraft, digital marketing, and public relations.

i. Cost Structure

The cost structure in the LA Project business plan is the cost of leasing buildings/infrastructure (if needed), electricity and water costs, depreciation costs for equipment and machine/tool services, raw material procurement costs, production costs, direct labor, and shipping costs, and costs. Marketing and more.

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