

# The Implementation of Canvas Model in Plan Determination of Swallow Nest Business Management

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## The Implementation of Canvas Model in Plan Determination of Swallow Nest Business Management

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### Abstract

*This study aims to determine whether the swallow nest business planning swallow using the Business Model Canvas (BMC) can find out how the business is currently being carried out. This research was conducted in Pangkalan Bun, Central Kalimantan. Researchers can also describe and develop BMC using SWOT analysis utilizing the nine elements of BMC introduced by Alexander Osterwalder and Yves Pigneur. This research is a descriptive qualitative research. This research was conducted on Pak Haji Huda's swallow nest business, located in Kumai, West Kotawaringin Regency, Central Kalimantan. This research was conducted in 2019. The result of this research is that there is strength in customer segments by having customers who are well segmented because they already have cooperation, value propositions with customers who are satisfied with the products and services provided by the swallow nest entrepreneur. Channels with sales to collectors or factories make swallow nests sure to always be sold, thus, there are no unsold products.*

### Keywords

business model canvas; business management plan; swallow nest business



### I. Introduction

Swallows is nest-producing bird that cost expensive. The nest is formed from swallow's saliva. To get a high-value swallow's nest, it is necessary to know the type of swallow that can produce a good quality nest (Popov, Sinelshikova, Markovets, & Bulyuk, 2019).

Swallow is insectivorous bird that is aerial and love to glide. This bird is dark in color, fast flying with medium/small body size, has narrow and pointed sickle-shaped wings, very small legs, as well as the beak and this type of bird never perches on a tree. Swallow has a habit of living in caves or houses that are quite humid, dimly lit until dark, and use the ceiling to attach the nest as a place to rest and breed (Taff, Zimmer, & Vitousek, 2019)

Swallow's nest is efficacious as a medicine for health, usually consumed by mixing it with medicine or food. Most of the swallow nests are believed to have medicinal properties by the majority of Chinese both in and abroad (Liu, Ghaffur, Bains, & Hamdy, 2016). Swallow nests are used to strengthen the work of body organs, especially lungs, increase the work of nerves, improve digestion, treat vomiting blood, coughs, cancer, maintain vitality, increase endurance, and renew damaged body cells.

Swallow's nest business is one of the businesses that have potential prospect to be developed in Indonesia at this time. It is supported by appropriate environmental and geographical conditions as well as available resources to support swallow life found in certain areas in Indonesia (Taff et al., 2019). Swallow as one of the biological resources has a high value, both from the ecology of the fauna as well as the development of science and aesthetics. Swallows, which then produce swallow nests naturally, are often found in

caves in forests of caves located on the edges of the sea. Swallow's nests are attached to cave walls or to the fins of buildings (Xiao et al., 2017). In addition, swallow nests can also produced artificially in a building. Swallows are wild birds that look for their own food. The food is small insects that exist in rice fields, open land, forests, and beaches/waters (Teglhøj, 2018)

Swallow's nests can be taken or harvested if the conditions allow it to be picked. To do the picking, a certain method is needed so that the results obtained can meet the quality requirements of a good swallow's nest. If there is a fault in harvesting, it will cause chaos (Davis, Meconcelli, Radek, & McMahon, 2018). There is a possibility that the swallow will feel disturbed and move. To prevent this possibility, building owners need to know the technique or pattern and timing of harvesting. After the swallow harvest is collected, then cleaning and sorting of the results obtained is carried out. The harvest is cleaned of adhering dirt then separated between clean and dirty swallow nests. From each building, the results obtained can be of different quality which is seen from the color, in which some are white and some are yellowish (Galdran, 2018).

Communication is the process of delivering messages by someone to other people to tell, change attitudes, opinions or behavior either directly orally or indirectly through the media. In this communication requires a reciprocal relationship between the delivery of messages and recipients namely communicators and communicants (Hasbullah, et al: 2018).

Seeing the development of information and communication technology, many phenomena occur. One of them is the emergence of social media that is operated online or often called online media where online media can be accessed by the whole community using internet network to visit various sites that contain various content according to what people want to get (Cowan & Horan, 2021). Business Model Canvas (BMC) is one tool to help seeing more accurately how the business is currently being carried out. With this, enterprises seem to see the business but still complete and detail what elements are related to the business being undertaken currently. By evaluating one by one of the key elements, it will be easier to analyze what is not quite right to take steps of reaching the firm goals (Szromek & Naramski, 2019).

In addition, researchers can also describe and develop BMC using SWOT analysis using the nine elements of BMC introduced by Alexander Osterwalder and Yves Pigneur, a tool to help see more accurately how the current business is running (Khoryanton, Pratikto, Suparman, & Santoso, 2020). There is a BMC business framework on how to formulate a BMC business idea, it is presented in the form of a canvas containing nine elements including (1) consumer segmentation, (2) value proposition, (3) channels, (4) customer relations, (5) revenue flow, (6) key resources, (7) key activities, (8) key partnership, and (8) cost structure. According to Bonazzi & Zilber, unlike other existing business models, Business Model Canvas (BMC) is considered the most complete business model in business model theory, placing, in detail, the relationship between all internal and external components of an organization, and showing how they relate to each other in creating and capturing the value provided by the company (Keane, Cormican, & Sheahan, 2018)

BMC analysis is an analytical model that describes how an organization creates, delivers, and captures the value of an organization (Sparviero, 2019). However, there are weaknesses such as ignoring the strategic goals of the organization, not mentioning the existence of a competition, and not setting priorities in its business model. Through this approach, the nine elements contained in the business model will be shown as mentioned above. The use of BMC has advantages in business model analysis, namely being able to

describe in a simple and comprehensive manner the current condition of an organization based on consumer segments, value offered, value offering paths, customer relationships, revenue streams, vital assets, cooperation partners, and its cost structure (Lüdeke-Freund, Gold, & Bocken, 2017).

According to the background described above, the researcher tries to identify the problems to be studied and gives the title of this research as "The Implementation of Canvas Model in Plan Determination of Swallow Nest Business Management".

## II. Review of Literature

### 2.1 Business Model Canvas (BMC)

Before starting a startup company, it is better to have a business plan that can help the company make a decision. One of the business designs that can be chosen is the business model canvas (BMC) (Keane et al., 2018). BMC is a description of what must be done to simplify the steps the company takes to manage its business. BMC can help users to visually identify the elements of a business model and their potential linkages and impacts on value creation (Raymond-Paquin, Nattel, Wakili, & Tadros, 2018).

According to (Ojasalo & Ojasalo, 2018), business planning a business model using the canvas method that will make it easier for business people to build and develop the business or company they are running. The business model canvas is displayed in a canvas consisting of 9 elements including (1) key activities, 2) key partnerships, 3) key resources, 4) cost structure, 5) value propositions, 6) customer relationships, 7) channels, 8) customer segments, and (9) revenue streams. The business model canvas can be measured utilizing the following indicator.

**Table 1.** Business Model Canvas (BMC) Indicator

| Variable               | Indicator   |
|------------------------|---|
| Customer segment       | Consumers who benefit the company<br>Parties that provide income to the company<br>Target served by the company |
| Value Proposition      | 1. Product uniqueness<br>2. Value offered<br>3. Product attractiveness  |
| Channels               | 1. Website and mail order<br>2. Branded firms<br>3. Call center<br>4. Retail (machine only)                     |
| Customer Relationships | Membership Club   |
| Revenue stream         | Main revenues<br>Capsules   |
| Key Activities         | Marketing<br>Production<br>Logistics  |

|                  |   |
|------------------|---|
| Key Resources    | Distribution channels<br>Patent on system<br>Brand<br>Production plants |
| Key Partnerships | Machines<br>Manufacturers   |
| Cost Structure   | Marketing<br>Manufacturers<br>Distribution & Channels                   |

## 2.2 Business Management Plan <sup>6</sup>

Business plans are plans that are useful for companies to look ahead, allocate resources, focus on key points, and prepare themselves for opportunities and problems (Fraser & Simkins, 2016). Therefore, it can be concluded that businesses need plans to optimize growth and development in accordance with the company's priorities.

There is no patent business plan format because it is interlinked with the needs and objectives of the company, but, at least a simple business plan consists of a summary, mission, key success, market analysis, and projected profit and loss calculations. Business planning is needed in business activities that will be carried out by those that are currently running in order to stay on the right track as planned. Business planning is a very important tool for entrepreneurs and corporate policy decision makers. Business planning can also be used as a tool to seek funding from third parties (Dolnicar, Grün, & Leisch, 2018).

## III. Research Method

To know and understand about business model analysis in plan determination for processing a swallow nest business, the design of this research is qualitative research. According to (Sugiyono, 2016), qualitative research is a research method based on a philosophy that believes <sup>14</sup> only true knowledge is based on actual-physical experience (positivism philosophy), used to examine the condition of natural objects (as opposed to experiment), where the researcher is the key instrument, data collection is done purposively, data analysis is inductive/qualitative, and qualitative research results emphasize meaning rather than generalization.

This study uses a descriptive type of research, research conducted to determine the value of independent variables either one or more variables (independent) without making comparisons or connecting with other variables (George, 2019). Therefore, the researcher provides the results of this study to describe/construct in-depth interviews with research subjects so that they can provide a clear picture of business model analysis in determining the swallow nest business plan. The object of research is the business of Pak Haji Huda located in Kumai, West Kotawaringin Regency, Central Kalimantan. This research was conducted in 2019.

## IV. Results and Discussion

### 4.1 An Overview of Swallow Nesters

Swallows is nest-producing bird that cost expensive. The nest is formed from swallow's saliva. To get a high-value swallow's nest, it is necessary to know the type of swallow that can produce a good quality nest (Chew, Yu Xin, Soda, Ichikawa, & Ishikawa, 2020). Swallow's nest is efficacious as a medicine for health, usually consumed by mixing it with medicine or food. Most of the swallow nests are believed to have medicinal properties by the majority of Chinese both in and abroad (Tynes, 2021). Swallow nests are used to strengthen the work of body organs, especially lungs, increase the work of nerves, improve digestion, treat vomiting blood, coughs, cancer, maintain vitality, increase endurance, and renew damaged body cells (Zhao et al., 2020)

There are several factors that are very important for swallow nests, which are location, climate, environmental conditions, building shape, food factors, and swallow fishing techniques. All of these factors are very important for the success of swallow nest cultivation. In addition, the swallow building must be like a wild cave because that is the swallow's natural habitat (Sullivan, Corra, & Hayes, 2021).

West Kotawaringin Regency, Central Kalimantan, is one of the locations that has a business that produces large black swallow nests. Black swallow nest is a bird's nest that is commonly collected in which, in this black swallow nest, there are feathers in the saliva and must be cleaned carefully before the swallow nest is cooked. In addition, there are nests more expensive and rarer which are those made from pure saliva (Todorovic, Dickson, & Weinreb, 2020). The location of Kumai, West Kotawaringin Regency, Central Kalimantan is an ideal place to do a swallow bird business because it is not densely populated and rarely houses and tall trees so that it is easy to build buildings or houses used to collect swallow nests (Meilani et al., 2019).

The business usually used in the Kumai area, West Kotawaringin Regency uses the looting harvest technique. This technique is chosen because it is faster and can produce good quality swallow nests four times a year. This choice makes a fairly good swallow entrepreneur, but, this technique has a weakness, namely the absence of rejuvenation in the swallow bird. If this technique is carried out continuously, there will be fewer available swallow birds, thus, the longer the income from this swallow business will decrease over time (Smith et al., 2018).

With this swallow business, it will be beneficial for the economy of the Kumai area, West Kotawaringin Regency, Central Kalimantan. With the number of swallow nest businesses, the more labor absorption is taken from the area around the swallow business place, improves economic structure resulting from the swallow business, and social impacts are changes that occur in humans and society caused by development activities. Social impacts arise when there are activities of program projects or policies that are applied to a community. For this intervention to affect (Tussyadiah & Miller, 2019)

### 4.2 Identifying the Nine Elements of Business Model Canvas

#### a. Customer Segments

Products produced from swallow nests are in great demand by the general Chinese, both in and abroad. This is because swallow nests have benefits to strengthen the work of body organs, especially lungs, nerves, improving digestion, treating vomiting blood, coughing, cancer, maintaining vitality, increasing endurance, and renewing damaged body cells (Mikhaylov, Mikhaylova, & Savchina, 2018).

Therefore, the large number of requests for this swallow nest makes companies often fail to produce because of the high needs. Thus, there can be no doubt that the price of the swallow nest product is very high.

#### **b. Value Propositions**

The products produced by the swallow nest are very diverse, from swallow nests to process products in the form of cosmetics. The benefits of the swallow nest product cause high desires to own this product. (Zhao et al., 2020) Swallow nest can be processed as (1) swallow nest drink, (2) swallow nest soup, (3) cosmetic products, (4) swallow nest packaging, and (5) supplements.

#### **c. Channels**

Sales made by swallow entrepreneurs, are usually the direct swallow nest without being processed at first (Chew et al., 2020). The method used by the Central Kalimantan community to channel swallow nests is carried out directly and indirectly. Usually, the direct method used is that community sells it directly by ordering, while indirectly, people usually sell it to collectors or factories around which process the swallow nest.

#### **d. Customer Relationships**

Swallow nest entrepreneurs will maintain their relationship with customers, which is trying to always meet the needs of companies that process swallow nests. To build a good relationship between the company and the swallow nest entrepreneur, it can be done with the element of personal assistance where the relationship is carried out by human interaction. Personal assistance is formed from the interaction and communication between the customers and the swallow nest entrepreneurs (Chiang & Cheng, 2018).

Good relation is created by the swallow nest entrepreneurs, not only when a price agreement has been reached. In addition, there has never been a client who has complained about the quality results of the resulting swallow nest.

#### **e. Revenue Streams**

The income stream owned by the swallow nest entrepreneur is transaction revenues, namely income generated from customers with one payment. The income stream in the form of recurring revenues is also owned by the swallow nest entrepreneur (Frethernety, M, & Alexandra, 2018). The income stream generated by the swallow nest entrepreneur is obtained from the sale of the swallow nest harvest. Therefore, the way to generate income is by selling the nests to collectors or working with factories. Sales of collectors or in collaboration with factories are income generated from selling large amounts of swallow nests. The determination of the price set by the entrepreneur is dynamic (dynamic pricing). Dynamic pricing is price changes that occur based on market conditions. If the weather and bird conditions are good and can meet the needs, the price will be cheaper than if the weather is unstable and the bird condition does not produce a swallow nest that suits the needs (Oskam, van der Rest, & Telkamp, 2018).

#### **f. Key Resources**

The physical resources owned by the swallow nest entrepreneur are land and buildings from the swallow nest breeding place. The capital needed to build a swallow nest breeding building is not small. Due to the need for large land and buildings that suit the needs of the swallow bird, it should feel like the original place like in a cave (Han et al., 2019).

#### **g. Key Activities**

The main activity carried out by swallow nest entrepreneurs is the production of swallow nests, namely cultivating swallow nests with special rules in order to have quality swallow nest products. The process of harvesting the swallow nest is using looted harvests with a harvest time of four times a year (Donahue, Hund, Levin, & Safran, 2018).

#### **h. Key Partnerships**

Swallow nest entrepreneurs have cooperation with factories that process swallow nests. There is cooperation with one of the factories that are around. With this service, the swallow nest entrepreneur does not have to worry about sales because it is certain that the product will be purchased by factories (Triawanti, Alexandra, Frethernity, & Mahmud, 2019).

#### **i. Cost Structure**

The focus of the swallow nest entrepreneur's cost structure is more on cost driven. Cost driven focuses more on the company's efforts as much as possible to minimize costs (Wang & Hung, 2019). Unnecessary costs can be used for other capital. With savings, production will run more smoothly and expenses will be less. The costs incurred can be seen from fixed costs and variable costs. For the fixed costs of cultivating swallow nests, they pay for building maintenance costs, swallow nest maintenance costs, and monthly employee salaries. For variable costs, the uncertain costs incurred by the swallow nest entrepreneur is the cost of linking the harvest.

### **4.3 SWOT Analysis**

#### **a. Customer Segments**

The strength of this element is that swallow nest entrepreneurs already have well-segmented customers because they already have a partnership. However, the weakness is that the high price and lack of knowledge regarding the original swallow nest makes many people fake swallow nest products and sell them at a cheaper price, as well as the increasing number of more affordable alternative observations (Wang & Hung, 2019).

Opportunities to reach new customer segments is with many people who use swallow nests as drugs, is creates a great opportunity for swallow nest entrepreneurs to further develop their business. Meanwhile, the threat is that counterfeiting of swallow nest product makes people distrustful of swallow products, thus, it can lead to a decrease in sales of swallow nest products (Wischoff et al., 2019).

#### **b. Value Propositions**

The strength of this element is that **customers are satisfied with the products and services provided by** the swallow nest entrepreneur. As for the weakness, it is difficult to obtain because the main product is produced by animals which can produce quality products by giving freedom to the bird so that this makes the product unable to be mass produced (Cacciolatti & Lee, 2016).

The opportunity from this element is that with the lack of swallow nest production and this uncertainty makes swallow nest products branded at high prices (Siswanto, Haryono, Baiquni, Fathoni, & Hakim, 2021). For the threat, the large number of swallow nest entrepreneurs who use the looting technique can make the swallow bird population smaller; it can have an impact in the future with the difficulty of getting a swallow nest due to the absence of a swallow bird.



### **c. Channels**

The strength of this element is that by selling to collectors or factories, it will always be sold, thus, there are no unsold products. For the weakness is because the product produced is a raw product that has not been processed, it makes swallow entrepreneurs only able to sell to collectors or to factories which buy them in bulk, in which it makes the price the entrepreneurs sell cheaper than the market. Opportunities from this element are stable sales by supplying directly to the factory. Meanwhile, the threat from this element is the rivalry between swallow nest entrepreneurs (Obeng-Odoom, 2016).

### **d. Customer Relationships**

The strength of this element is that the swallow nest entrepreneur has a strong relationship with the company that can process the swallow nest. The weakness of this element is that the swallow nest entrepreneur is still unable to gain the trust of the wider community, thus, they have to go through this negotiation (Cacciolatti & Lee, 2016). The opportunity for this element is to increase attractive offers to companies that can cultivate swallow nests. The threat is that the relationship between the company and the swallow nest entrepreneur can be disrupted due to the agreement.

### **e. Revenue Streams**

The advantage in this element is that the swallow nest company has a big advantage if they can sell in large quantities. For the weakness, it is difficult for swallow nest entrepreneurs to predict income because the incoming income depends on whether there are many swallow nests that can be harvested. Opportunities possessed by this element have not yet been discovered. For the threat is that there are many competitors who have the same business in the same area (Balbontín, López-Sígler, Muriel, & López-Calderón, 2020).

### **f. Key Resources**

The strength possessed by this element is that it can predict the resources needed by swallow nest entrepreneurs. The disadvantage is that the resources are the same so that the production output is getting depleted. Opportunity is still not found. The threat from this element is the increasing number of competitors, making raw materials, and difficult to obtain (Rowe & Luke Phillips, 2016).

### **g. Key Activities**

The strength of this element is there is standardization in product manufacture regarding the implementation quality of the harvest system with a looting system that makes the sale quite fast. The downside of the lack of swallow birds is getting longer. Opportunity of this element is semi can meet the needs for now. As for the threat, the swallow bird is getting extinct because it is not bred (Parrington, 2017).

### **h. Key Partnerships**

The strength of this element is the ability to work with swallow nest entrepreneurs has been quite successful. The production of swallow nests sold by swallow nest entrepreneurs has good quality so that the products produced have good sales. Meanwhile, the weakness of this element is that there is no written agreement between the swallow nest entrepreneurs and their partners (Parrington, 2017). The opportunity for this element is to make a written agreement with the swallow nest business partners so that there are no

delays in delivery. Meanwhile, the threat from this element is the threat to lose business partners if there is a misunderstanding (Zhao et al., 2020).

#### i. Cost Structures

The strength of this cost structure element is still not there. The disadvantage is that the costs incurred cannot be predicted because it depends on nature. The opportunity offered from this element is that swallow nest entrepreneurs can increase their income at a fixed cost because prices can increase. The threat is that there are unexpected costs.

### V. Conclusion

The conclusion of the Business Model Canvas on the current swallow nest entrepreneur is described in the following.

1. Customer Segments: the swallow nest entrepreneur consists of people who know the benefits of the swallow nest, usually Chinese.
2. Value Propositions: what is offered by the swallow nest entrepreneur is the swallow nest that has been processed and has many benefits.
3. Channels: used to offer and market their products, usually directly by word of mouth or online on Facebook or the marketplace.
4. Customer Relationships: between swallow nest entrepreneurs and customers, namely personal assistance, formed between entrepreneurs and customers through good communication.
5. Revenue Streams: currently owned by the swallow nest entrepreneur comes from product sales (asset sales). The sale of this product is a swallow nest. Most of the income earned is income from direct sales or by selling to factories for processing.  
Key Resources: from swallow nest entrepreneur which is human resources consisting of employees who have the potential to cultivate swallow nests. For physical resources, namely land and buildings from the swallow nest cultivation place, while financial resources are the capital of the owner.
6. Key activities: swallow nest entrepreneurs are cultivating, harvesting swallow nests, and selling.
7. Key Partnership the current swallow nest entrepreneur has a cooperative relationship with a factory that can produce swallow nests.
8. Cost Structures: cost structure of swallow nest entrepreneurs is cost-driven. For the costs incurred from the cultivation of swallow nests, fixed costs, and variable costs.

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