

## REVIEW ARTICLE

## APPLICATION OF BUSINESS MODEL CANVAS FOR STARTUP IN IRIS USING BUSINESS MODEL CANVAS

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## ARTICLE DETAILS

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## ABSTRACT

Pangandaran has potential in the tourism and agriculture sectors. One of its potential plants is Honje. Honje is a type of herbs from ginger that contains nutrients which are good for our body. Honje can be processed into a product that can be appointed as a characteristic of Pangandaran. Therefore, IRIS made Honje the raw material for its products. IRIS is a start-up business in which a company that is designed to develop quickly. IRIS has a vision of 'Being a special industrial product of Pangandaran which has a positive impact on honje farmers by 2025'. To realize this vision, IRIS needs some values that are well conveyed to customers. The phenomenon happened in IRIS at this time is the value created by IRIS has not been conveyed properly to the customer. This is what underlies the necessary of improvement of the business model to obtain the right business model for the company in having selling power and competitiveness. This study aims to improve the IRIS business model by applying the Business Model Canvas developed by Alexander Osterwalder and Yves Pigneur practically. The selection of these tools is due to the simple and easy-to-understand business model canvas tools for beginners. The method used in this research is by design, implement and evaluate business models that are in accordance with literature and analytic descriptive. Data obtained in this study used in-depth interviews. The results of applying Business Model Canvas to IRIS startup are helping IRIS in designing business models so its business aspects become more efficient and effective among the main components. The main component which is key of this study is the value proposition. This research was conducted on a small startup with few human resources. The business activities carried out do not have high complexity like large companies in general. Subjects in the study were tourists visiting Pangandaran. This research was conducted by approaching the subject so that the value applied is in accordance with the needs and desires of the customer.

## KEYWORDS

Business Model Canvas, Social Enterprise, Tourism, Creative Economy, Food and Beverages Souvenir

## 1. INTRODUCTION

Pangandaran Regency is in West Java Province with the Capital City of the Regency located in Parigi District. According to Law Number 21 of 2012 concerning the Establishment of Pangandaran Regency in West Java Province states that Pangandaran Regency has an area of ± 1,010 km<sup>2</sup>. This district has a strategic location because the main road is a provincial road and is located on the coast and has a lot of potential that can be developed. Sectors that has the potential to be developed are the agriculture and tourism sector.

The agricultural sector has a significant influence on the economy in Pangandaran Regency. This can be seen in 2014 that 65.54% of Pangandaran residents made a living by being farmers from the number of people working. As a coastal area, the main products of the agriculture sector are coconut, rice and banana. In addition, there is potential for rare plants that produce gastronomies such as honje and hata. This rare plant is a potential cultivation opportunity in investment.

In addition to the agricultural sector, Pangandaran Regency has great potential in the tourism sector. Tourism objects in Pangandaran are well known by domestic and foreign tourists. Popular attractions in Pangandaran Regency are Pangandaran Beach, Nature Tourism Park (Pananjung Nature Reserve), Batu Karas Beach, Batu Hiu Beach, Green Canyon, Citumang, Santirah. Based on Figure 1.1 below, every year tourists visiting Pangandaran Regency increase. This supports the vision of Pangandaran Regency, namely "Pangandaran Regency as a World Class Tourism Destination"

Starting from these two potentials, one of the Business Administration students established an IRIS startup business utilizing one of the potential plants, namely honje, as the main raw material for their business products. IRIS was established with the aim of empowering honje farmers, especially honje farmers in Jadikarya Village, Langkaplanca District, Pangandaran Regency.

Hidayat and Hutapea (1991) explained that Honje or kecombrang (Etingera elatior) is a type of spice plant that has long been known and

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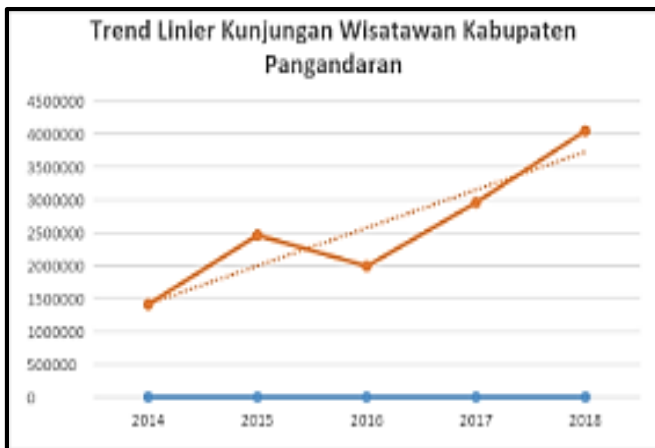


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used as flavoring in food and medicine, especially efficacious as a drug for wounds, deodorizing body and mouth. Honje plant has many benefits and has a distinctive aroma, in 100gr honje contains high phenolic levels and ascorbic acid, can also be used as an antioxidant and inhibits tyrosine activity (Chan et al., 2007), the IRIS team chose honje as the main raw material in their business.



**Figure 1:** Graph of Tourist Visits in Pangandaran Regency  
Source: Dinas Pariwisata Kabupaten Pangandaran, 2019

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Founded in 2018, the IRIS startup has undergone changes. Initially, IRIS made an effort in the field of beauty by producing face masks, but facial masks made were not suitable on sensitive skin and itchy. This mismatch makes IRIS change its field, seeing the potential of people who increasingly have an awareness of healthy lifestyles in choosing food and drinks. In developing countries, most people still use natural ingredients to make drinks. Around 65% of the population of developed countries and 80% of the population of developing countries have used herbal drinks and the WHO (World Health Organization) agency recommends the use of these herbal drinks in health care, prevention, and treatment of diseases. The healthy beverage industry in Pangandaran has the potential to be known at this time there are two businesses that focus on the healthy beverage business, so IRIS decided to choose the food and beverage sector. The first beverage product for the IRIS startup business was honje tea. In its journey, the honje tea required more development in terms of packaging to product durability, with this obstacle the IRIS startup business made honje juice drinks as IRIS's initial capital to be able to expand its business. Following is the evolution of IRIS products from the beginning until now.



**Figure 2:** IRIS Product Evolution  
Sumber: IRIS, 2019

During the journey of the IRIS startup experience many phenomena such as the inability of IRIS to accept reseller offers, production that is greater than sales, inappropriate sales channels, IRIS product resilience, dependence on suppliers to value propositions that have not been conveyed to consumers. One of the causes of this phenomenon is the

planning, realization and evaluation of business models that are not implemented and are not yet right. The business model is a tool used in the first step in making a business. At first IRIS had a business model like the picture below but on its way IRIS forgot its business model planning after changing its product from tea to beverage.

Based on the explanation above in advancing the IRIS startup business, an appropriate business model is needed, this study aims to improve the business model on the IRIS startup business by applying the business model canvas developed by Osterwalder and Pigneur.

## 2. LITERATURE REVIEW

### 2.1 Business Model

A business model describes the rationale of how an organization creates, delivers, and captures value. One business model is the business model canvas developed by Alexander Osterwalder, Yves Pigneur, and assisted by 470 practitioners of canvas business models from 45 countries. The canvas business model is an effective, simple, and proven tool for understanding, refining, and implementing existing business models or creating new models (Osterwalder & Pigneur, 2010).

The 9 Building Blocks of Business Model Canvas:

#### 2.1.1 Customer Segments

The Customer Segments Building Block defines the different groups of people or organizations an enterprise aims to reach and serve. Customers comprise the heart of any business model. Without (profitable) customers, no company can survive for long. In order to better satisfy customers, a company may group them into distinct segments with common needs, common behaviors, or other attributes. A business model may define one or several large or small Customer Segments. An organization must make a conscious decision about which segments to serve and which segments to ignore. Once this decision is made, a business model can be carefully designed around a strong understanding of specific customer needs.

#### 2.1.2 Value Propositions

The Value Propositions Building Block describes the bundle of products and services that create value for a specific Customer Segment. The Value Proposition is the reason why customers turn to one company over another. It solves a customer problem or satisfies a customer need. Each Value Proposition consists of a selected bundle of products and/or services that caters to the requirements of a specific Customer Segment. In this sense, the Value Proposition is an aggregation, or bundle, of benefits that a company offers customers.

#### 2.1.3 Channels

The Channels Building Block describes how a company communicates with and reaches its Customer Segments to deliver a Value Proposition. Communication, distribution, and sales Channels comprise a company's interface with customers. Channels are customer touch points that play an important role in the customer experience.

#### 2.1.4 Customer Relationships

The Customer Relationships Building Block describes the types of relationships a company establishes with specific Customer Segments. A company should clarify the type of relationship it wants to establish with each Customer Segment. Relationships can range from personal to automated.

#### 2.1.5 Revenue Streams

The Revenue Streams Building Block represents the cash a company generates from each Customer Segment (costs must be subtracted from revenues to create earnings). If customers comprise the heart of a business model, Revenue Streams are its arteries. A company must ask itself, For what value is each Customer Segment truly willing to pay? Successfully answering that question allows the firm to generate one or more Revenue Streams from each Customer Segment. Each Revenue Stream may have different pricing mechanisms, such as fixed list prices, bargaining, auctioning, market dependent, volume dependent, or yield management.

#### 2.1.6 Key Resources

The Key Resources Building Block describes the most important assets

required to make a business model work Every business model requires Key Resources. These resources allow an enterprise to create and offer a Value Proposition, reach markets, maintain relationships with Customer Segments, and earn revenues. Different Key Resources are needed depending on the type of business model. A microchip manufacturer requires capital-intensive production facilities, whereas a microchip designer focuses more on human resources. Key resources can be physical, financial, intellectual, or human. Key resources can be owned or leased by the company or acquired from key partners.

### 2.1.7 Key Activities

The Key Activities Building Block describes the most important things a company must do to make its business model work Every business model calls for a number of Key Activities. These are the most important actions a company must take to operate successfully. Like Key Resources, they are required to create and offer a Value Proposition, reach markets, maintain Customer Relationships, and earn revenues. And like Key Resources, Key Activities differ depending on business model type.

### 2.1.8 Key Partnerships

The Key Partnerships Building Block describes the network of suppliers and partners that make the business model work Companies forge partnerships for many reasons, and partnerships are becoming a cornerstone of many business models. Companies create alliances to optimize their business models, reduce risk, or acquire resources.

### 2.1.9 Cost Structure

The Cost Structure describes all costs incurred to operate a business model This building block describes the most important costs incurred while operating under a particular business model. Creating and delivering value, maintaining Customer Relationships, and generating revenue all incur costs.

## 2.2 Value Proposition Canvas

The value proposition canvas has two sides. With the customer profile you clarify your customer understanding. With the Value Map you describe how you intend to create value for that customer. You achieve Fit between the two when one meets the other (Osterwalder & Pigneur, 2014). The component in value proposition canvas:

**Customer Job:** Describe what customers are trying to get done in their work and in their lives, as expressed in their own words.

**Gains:** Describe the outcomes customers want to achieve or the concrete benefits they are seeking.

**Pains:** Describe bad outcomes, risks and obstacles related to customer jobs.

**Gain Creators:** Describe how your products and services create customer gains.

**Pain relievers:** Describe how your products and services alleviate customer pains.

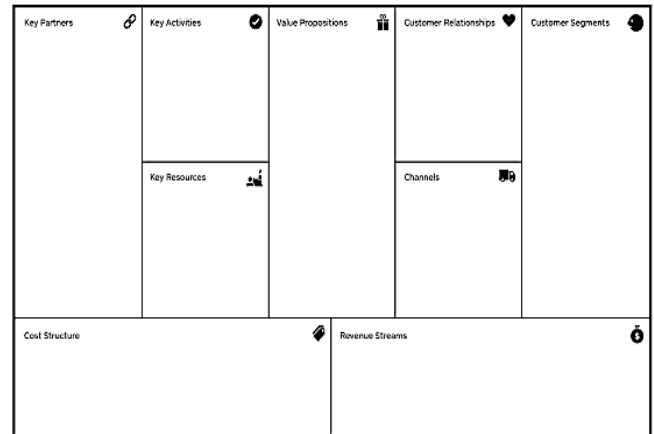
**Products and services:** This is a list off all the products and services a value proposition is built around.

## 3. METHODOLOGY

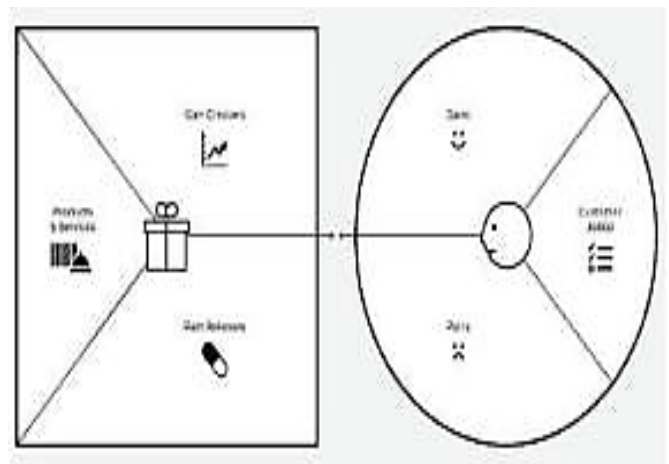
The approach taken uses qualitative methods regarding the design of the canvas business model. This study aims to test the design of a canvas business model that has been planned and previously arranged and then used as an evaluation material for subsequent decision making. It aims to obtain the best canvas business model to be applied to IRIS. Other than research in the field, researchers also study various literatures that are relevant to the related research. The method that researchers do refer to the Business Model Generation Book (2010) and The Value Proposition Canvas (2014) which can be seen in the figure 3.1.

This research was conducted by analyzing the comparison of 9 blocks of canvas business models between pre-existing business conditions and business conditions after a process that focuses on its business model. Comparative analysis is an analysis conducted by comparing two treatments in terms of business use of the canvas model. This analysis was chosen because it is the best method for measuring the relative importance of a number of alternative solutions and actions. This

comparative analysis aims to make it easier for researchers to choose the most important problem to be solved or choose the solution that provides the greatest benefit for the IRIS startup business.



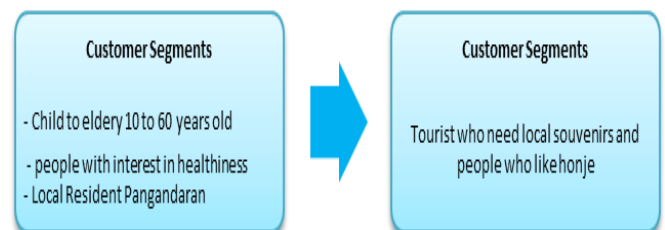
**Figure 3:** Business Model Canvas  
Source: Osterwalder & Pigneur, 2010



**Figure 4:** Value Proposition Canvas  
Source: Osterwalder & Pigneur, 2014

## 4. RESULT AND DISCUSSION

### 4.1 Customer Segments



**Figure 5:** Before and After IRIS's Customer Segmentation

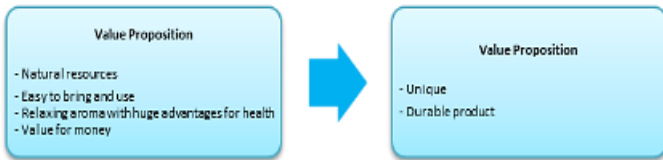
The customer segment before repairing and after repairing can be seen as shown above. Previously, it was child to elder, people with interest in healthiness and local residents but IRIS was unable to target the targeted customer segment. This makes IRIS must improve the customer segment so that the business model is made right.

The customer segment is categorized into five which are mass market, niche market, segmented, diversified and multi-sided platforms. IRIS determines the customer segment through the customer journey process by targeting tourists into the customer segment. This is done in accordance with the value proposition canvas, the first step is to observe the needs and desires of the customer segment. The results of the implementation found that among the 5 markets that will be focused are segmented because the research results show that the suitable customer segment for IRIS is tourists in Pangandaran who need souvenirs for family and friends. The results of the implementation obtained observations to customers who have bought as follows.

**Table 1: Customer Data in December 2019**

No	Customer	Total		Demografi				
		Juice	Tea	Gender	Profession	Geografis	Social Class	Reason to buy
1	Owen Stores		5	F	Employee	Jawa Tengah	Upper Middle	Souvenir
			9	M				
2	Piringsewu Stores	8		F	Employee	Jawa Timur	Upper Middle	Souvenir
		12		M				
3	Sjahtra Stores	4		F	Entrepreneur	Pangandaran	Upper Middle	business to business
4	Tati	17	7	M	Lecturer	Bandung	Upper Middle	Souvenir
5	Rysda	4		F	Student	Bandung	Upper Middle	Souvenir
6	Ikhlas	2		M	Student	Jakarta	Upper Middle	Souvenir
7	Apri	5		F	Student	Ciamis	Upper Middle	Souvenir
8	Meliana	2		F	Student	Ciamis	Upper Middle	honje enthusiasts
9	Abe	1		M	Student	Pangandaran	Upper Middle	honje enthusiasts
10	Hani	4		F	Student	Pangandaran	Upper Middle	honje enthusiasts

**4.2 Value Proposition**



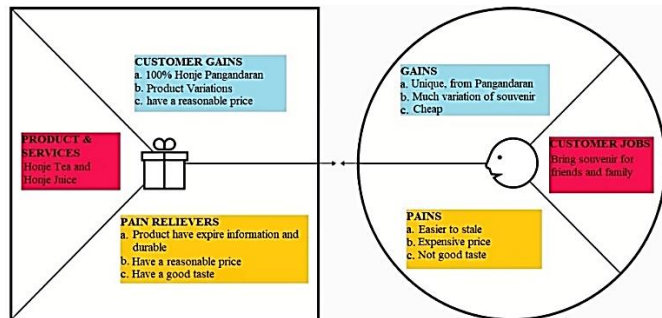
**Figure 6: Before and After IRIS's Value Proposition**

**4.3 Channels**



**Figure 8: Before and After IRIS's Channels**

An evaluation of the previous situation was carried out and it was found that the previous value proposition was not suitable for the IRIS customer segmentation. The IRIS value proposition was determined using a value proposition canvas with in-depth interviews with 30 customer segments. The results of the interview are as follows.



**Figure 7: IRIS's Value Proposition Canvas**

**4.2.1 Pangandaran's Characteristic**

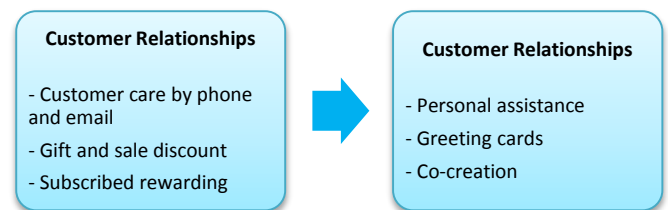
The biggest expectation of potential IRIS customers for souvenirs is that the product is truly unique and not available in other areas, especially where the potential customers from IRIS are from. In accordance with IRIS products which are still difficult to find in other areas and want to make heje a special fruit of Pangandaran, the value that IRIS wants to convey is that IRIS products is a special Pangandaran local product with a main raw material of honje.

**4.2.2 Good Durability**

Tourists need souvenirs for their relatives and the greatest fear or concern potential IRIS customers have for souvenirs is products that are quickly stale / expired. This is because the distance from Pangandaran to their respective regions of origin takes quite a long time. Aside from that, these souvenirs will certainly be given to other people so that they are worried if they reach other people's hands. Therefore, IRIS creates products that are durable and provide expiration information on the packaging to inform the expiration date to its customers.

As a startup, IRIS needs to increase customer awareness of the company's products and services. Efforts to be made in raising awareness are running company channels. Previously, IRIS only used direct sale channels and social media, then conducted evaluations and applications on 5 categories of sales force, web sales, own store, partner stores and wholesaler channels, and the results of channels were seen from the efficiency of sales and direct labor margin. Direct effort takes a lot of energy but IRIS can directly explain to customers intimately and large profit margins. Whereas IRIS partner stores spend less energy to sell their products but the margins generated are less than direct labor. Web and social media channels need to be increased in terms of content and periodic posts because this promotional media can disseminate information related to IRIS widely and can minimize cost structure because currently there are many social media that are not required any payment.

**4.4 Customer Relationships**



**Figure 9: Before and After IRIS's Customer Relationships**

Customer relationship has been done before but it is felt that it does not build engagement between IRIS and customers. Therefore IRIS implements customer relationships according to their categories and the result is a suitable customer relationship through:

**4.4.1 Personal Assistance**

Customers can communicate with the owner / employee during the purchase process until the purchase is complete. The form of communication that will be built by IRIS is through WhatsApp and Direct Events. Personal assistance is given to customers who need special requests such as delivery orders, special orders etc. This relationship is done so that customers feel close to IRIS.

#### 4.4.2 Greeting cards

One of the IRIS channels is a souvenir shop, this makes the customer relationship can not be done directly with IRIS customers, therefore the customer relationship that is built is through greeting cards. This customer relationship is done so that customers feel close to IRIS.

#### 4.4.3 Co-creation

In making customer relations, IRIS seeks to understand customer needs, this is done by inviting customers to give an opinion on IRIS products. The customer relationship is done by way of asking for customer feedback to be able to create value according to the customer.

#### 4.5 Revenue Streams

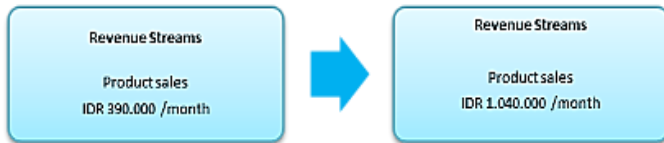


Figure 10: Before and After IRIS's Revenue Streams

Figure 4.7 shows the flow of IRIS income when using the old business model and using the latest business model. The number of IRIS income with the old business model is around IDR 390,000 / month and when the business model is being improved the amount of income is IDR 1,040,000 / month.

Revenue Streams is obtained by IRIS for the time being only from selling products. Before implementing the business model IRIS can only sell 30 products with specifications of 27 bottles of honje juice and 3 packs of honje tea in one month. After the implementation of the business model 80 units were sold with the specifications of 59 bottles of juice and 21 packs of the honje.

#### 4.6 Key Resources

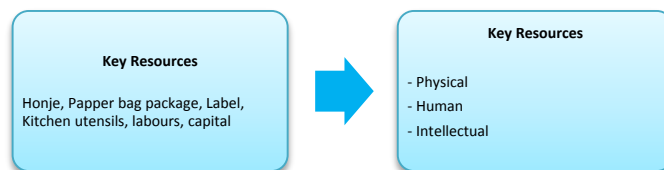


Figure 11: Before and After IRIS's Key Resources

##### 4.6.1 Physical

The form of physical assets owned by IRIS in building a business is:

- Production site as a place to produce honje juice and honje tea
- Equipment in production such as blenders, cool boxes, sealers, stoves, filters and containers, panic and other tools.

##### 4.6.2 Human

Human resources are needed in a business. The IRIS team consists of three people with a predetermined division of labor and IRIS currently has two workers in the production department.

##### 4.6.3 Intellectual

IRIS proposed the making of PIRT to the Pangandaran District health office and the results turned out to be a quite complicated process, the conditions were that by waiting for the quota of 20 applicants to be met then they had to take part in training and then making PIRT could be processed. IRIS has registered itself for the making of PIRT and until now it is still awaiting the fulfillment of the 20 quota of registrants.

#### 4.7 Key Activities

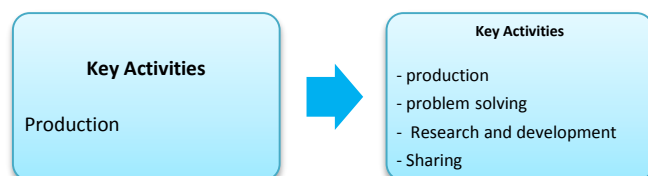


Figure 12: Before and After IRIS's Key Activities

Previously which can be seen in the figure 4.9, IRIS only made production activities into key activities. Many problems arise such as reseller demand, more production than sales, irregular production schedules and inconsistent products. This makes IRIS turn problem solving and networking activities into key activities in the business model.

#### 4.7.1 Production

##### Production Schedule

Production activities are carried out regularly according to a predetermined schedule, making IRIS more structured in its business activities. Production is carried out by IRIS in 2 times a month with raw materials of 10kg each time.

##### SOP Production

Producing consistent products requires a production SOP. Honje Juice and The Honje already have a clear production SOP in its manufacture in order to facilitate labor in production.

##### Storage of Raw Material

A clear record of the storage of raw materials is very helpful for IRIS in controlling. Recording of remaining raw materials is done after producing.

##### Problem solving

Every business needs improvement. The IRIS team holds regular meetings at least once a week to discuss business development and find solutions to problems that arise in the business.

##### Research and Development

Research and Development activities are the first step in making IRIS products. What is done in this activity begins with the idea and literature study, the idea aims to provide ideas in the form of ideas that will be strengthened with literature studies to gather the information needed. Literature study activities usually take place just before making the product, but with the passage of time and problems that arise when making the product, the literature study continues.

##### Sharing

Honje is a gastronomic plant in Pangandaran. The knowledge of honje is still rarely known by the community and even farmers in Pangandaran. The number of honje farmers in Pangandaran who do farming specifically honje is still very rare because farmers who feel the honje prices are sold to the market at low prices. Seeing this situation, IRIS has a mission to build a relationship and share knowledge with farmers so that they have knowledge about honje and business.

#### 4.8 Key Partnership

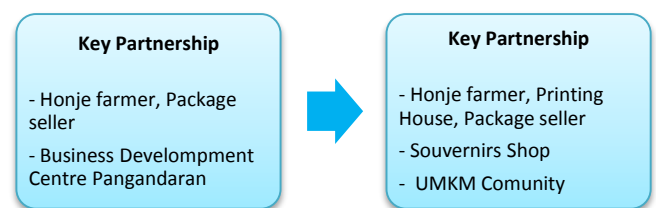


Figure 13: Before and After IRIS's Key Partnerships

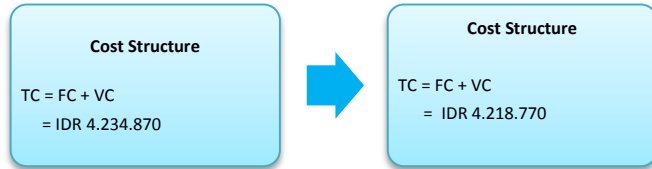
Previously, it can be seen in the Figure 4.10 that IRIS key partnership was only for honje farmers, package sellers and BDC Pangandaran. After the IRIS key partnership was repaired, the key partnership is not only those, but the souvenir shop was also a key in the efficiency of the IRIS business model.

A business cannot stand alone, it needs a partner who can help the business and can streamline the cost structure. The first key partnership is motivated by motivation as follows:

- The first motivation is optimizing the allocarion of resources and activities are Honje farmers. Honje farmers are the most important key partnership because the main raw material in IRIS products is Honje. IRIS has as many as five suppliers with the reason to avoid relying to just single supplier and have a low bargaining power of suppliers so the company's profit may higher.

- (b) The second motivation is risk reduction and uncertainty in business environment by joining business groups in Pangandaran. This is done so that URIS get up to date information about the business environment in Pangandaran and together wants to advance local Pangandaran products to enter wider market.
- (c) The third motivation is the acquisition of certain resources and activities. IRIS cooperates with souvenirshops as a channel to sell IRIS product.

#### 4.9 Cost Structure



**Figure 14:** Before and After IRIS's Cost Structure

Previously, it can be seen in the Figure 4.11 that IRIS total cost structure is IDR 4.234.870 and after improvement total cost structure is IDR 4.218.770. IRIS makes the efficiency of production costs so that costs incurred are cheaper than before. Having a lot of suppliers makes the price so cheaper than before and this makes the cost structure reduced.

Cost structure of IRIS is arranged based on the characteristic of fix cost and variable cost.

##### Fix Cost

Planned costs for the fix costs are the rental of the production site, blender, sealer machine, cool box, knife, stove, stainless container, and filter.

##### Variable Cost

Planned costs for the variable costs are Honje fruit, sugar, water, gas, bottles, standing pouches, tea and honje stickers, paper bags, tea bags, tea bag straps, electricity, and employee salaries.

#### 4. CONCLUSION

Based on the purpose of this study, then the conclusion can be drawn as follows :

1. Business Model Canvas helps IRIS have a clearer and more structured direction in planning
2. Before designing a business model, customer needs and wants need to be validated using customer journey.
3. Business model must continuously adapted to market conditions that are difficult to predict and keep changing rapidly.

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