

**THE DEVELOPMENT OF BUSINESS MODEL
CANVAS FOR COCONUT CHARCOAL EXPORT
COMPANIES IN YOGYAKARTA IN 2020-2022**

THESIS

**Submitted to the Master of Business Administration Study
Program, Faculty of Social and Political Sciences, Universitas
Diponegoro to fulfill part of the requirements for Achieving
Master Degree**



**SAFIYA ISKANDAROVNA MUMINOVA
NIM: 14030121419019**

**MASTER OF BUSINESS ADMINISTRATION
FACULTY OF SOCIAL AND POLITICAL SCIENCES
UNIVERSITAS DIPONEGORO
SEMARANG
2023**

STATEMENT OF AUTHENTICITY

I, the undersigned below:

Full name : Safiya Iskandarovna Muminova
Student ID Number : 14030121419019
Place, Date of Birth : Tajikistan, 04/03/1997
Study Program : Master of Business Administration
Address : Ivy Park Blok N07, Citraland BSB city, Pesantren,
Kec. Mijen, Semarang 50212


I hereby declare that this thesis report titled " THE DEVELOPMENT OF BUSINESS MODEL CANVAS FOR COCONUT CHARCOAL EXPORT COMPANIES IN YOGYAKARTA IN 2020-2022" is truly my own work, not the result of other people's scientific work and also does not contain plagiarism from other sources of information. This was confirmed by the results of the Turnitin similarity test which was less than 20%¹.

If in the future it is proven that the scientific work that I wrote is not the result of my own scientific work or the result of plagiarism of other people's work, then I can accept sanctions in the form of cancellation of my scientific work with all the implications, as a result of the fraud that I did.

I make this statement truthfully and with full awareness and responsibility.

Semarang, 22 Juni 2023

Acknowledged
Supervisor



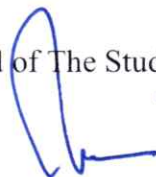
Bulan Prabawani S.Sos., M.M., Ph.D.
NIP. 197611182003122005

Who made the statement,



Safiya Iskandarovna Muminova
NIM. 14030121419019

Head of The Study Program



Dr. Andi Wijayanto, S.Sos, M.Si
NIP. 197503152008011014

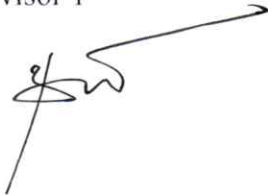
¹ Attach documents of Turnitin test results which show <20% similarity test

APPROVAL

Thesis Title : The Development of Business Model Canvas for Coconut Charcoal Export Companies in Yogyakarta in 2020-2022
Student's Name : Safiya Iskandarovna Muminova
Study Program : Master of Business Administration
Department : Business Administration

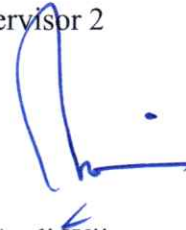
Semarang, 22 Juni 2023

Supervisor 1



Prof. Bulan Prabawani S.Sos., M.M., Ph.D.
NIP. 197611182003122005

Supervisor 2



Dr. Andi Wijayanto S.Sos., M.Si.
NIP. 197503152008011014

Examiner 1



Prof. Drs. Sudharto P. Hadi, MES, Ph.D
NIP. 195403091980031003

Examiner 2



Dr. Sari Listyorini, S.Sos, M.AB
NIP. 197806052003122003

ABSTRACT

SAFIYA ISKANDAROVNA MUMINOVA. The Development of Business Model Canvas for Coconut Charcoal Export Companies in Yogyakarta. Master of Business Administration study program, Faculty of Social and Political Sciences, Universitas Diponegoro. Supervisor: Prof. Bulan Prabawani, S.Sos, MM, Ph.D, Co-supervisor: Dr. Andi Wijayanto, S.Sos, M.Si.

This study aimed to develop a Business Model Canvas for a coconut charcoal export company based in Yogyakarta, Indonesia. The research utilized a qualitative method, including interviews with 4 informants from coconut charcoal export company in Yogyakarta, to gather relevant data on the coconut charcoal export industry and the local market in Yogyakarta. The study also examined existing business models of successful companies in the same industry to identify best practices and key success factors.

Based on the data gathered, the study developed a Business Model Canvas for the coconut charcoal export company. The model includes key components such as customer segments, value proposition, revenue streams, channels, key partners, resources, and cost structure. The Business Model Canvas developed in this study provides a practical guide for the coconut charcoal export company in Yogyakarta to identify their target customers, create unique value propositions, develop revenue streams, and identify the necessary resources and partners to achieve business success. The findings reveal that the Business Model Canvas has a significant influence on the export performance of coconut charcoal, with businesses that implemented this model achieving higher export volumes and revenue compared to those who did not.

Overall, the results of this study suggest that the Business Model Canvas is a useful tool for developing a successful business strategy for the coconut charcoal export industry in Yogyakarta, Indonesia. The findings provide valuable insights for entrepreneurs and business leaders seeking to establish a business in this industry and contribute to the development of the local economy.

Keyword: Business Model Canvas; Export; Coconut Charcoal; Yogyakarta

TABLE OF CONTENTS

| | |
|--|-------------|
| STATEMENT OF AUTHENTICITY..... | ii |
| APPROVAL | iii |
| ABSTRACT | iv |
| TABLE OF CONTENTS..... | v |
| LIST OF TABLES | vii |
| LIST OF FIGURES | viii |
| CHAPTER I INTRODUCTION..... | 1 |
| 1.1 Background of the Study..... | 1 |
| 1.2 Research Authenticity | 11 |
| 1.3 Research problems | 11 |
| 1.4 Research objectives..... | 15 |
| 1.5.1 Theoretical benefits..... | 16 |
| 1.5.2 Practical benefits | 17 |
| 1.6 Literature Review..... | 19 |
| 1.6.1 Business Model..... | 19 |
| 1.6.2 Business Model Canvas | 23 |
| 1.6.3 The Strength of Business Model Canvas | 27 |
| 1.6.4 The Weakness of Business Model Canvas..... | 30 |
| 1.6.5 Coconut Charcoal Export..... | 31 |
| 1.6.6 Coconut Charcoal Export During and After Pandemic..... | 32 |
| 1.6.7 The Influence of The Business Model to Coconut Charcoal Export | 34 |
| 1.6.8 Recent Business Model Canvas in Indonesia Export Coconut Charcoal Company..... | 35 |
| 1.6.9 Recent Business Model Canvas in Yogyakarta Export Coconut Charcoal Company..... | 36 |
| 1.7 Research Framework..... | 44 |
| 1.8 Research Method..... | 46 |
| 1.8.1 Comparison of the Business Model Canvas..... | 47 |
| 1.8.2 During the Pandemic..... | 47 |
| 1.8.3 Research Type..... | 50 |
| 1.8.4 Variable Measurement | 51 |
| 1.8.5 Types and Sources of Data..... | 52 |

| | |
|---|------------|
| 1.8.6 Determination of Data Sources | 53 |
| 1.8.7 Data Collection Technique..... | 55 |
| 1.8.8 Data Analysis Technique | 58 |
| 1.9 Limitation of the Study..... | 64 |
| CHAPTER 2 OVERVIEW OF THE SETTING RESEARCH | 67 |
| 2.1 Company Profile of PT MJAN | 67 |
| 2.2 Company Profile of UD AI..... | 68 |
| 2.3 Company Profile of PT KBP..... | 69 |
| 2.4 Company Profile of PT MJA | 69 |
| CHAPTER 3 RESEARCH RESULTS..... | 71 |
| 3.1 Interview Guide..... | 71 |
| 3.2 Informants/s Demography Characteristics | 72 |
| 3.3 Supply Chain Condition | 74 |
| 3.4 Sales and Revenue Condition..... | 74 |
| 3.5 Working Condition | 79 |
| 3.6 Financial and Business Condition..... | 80 |
| 3.7 Expected Policy..... | 80 |
| 3.8 Proposal for Future Briquette Industry | 81 |
| 3.9 Proposal for Role and Function of Association | 82 |
| 3.10 Interview with Briquette Entrepreneurs | 82 |
| 3.11 Industry Growth (2020-2022) | 83 |
| CHAPTER 4 DISCUSSION OF THE RESEARCH RESULTS | 101 |
| 4.1 The Impact of BMC on Export Performance During&After Pandemic | 101 |
| 4.2 Proposed BMC Alternative..... | 104 |
| 4.3 Evidence that Informants Apply BMC | 113 |
| CHAPTER 5 CONCLUSION | 120 |
| 5.1 Conclusion | 120 |
| 5.2 Recommendations | 122 |
| BIBLIOGRAPHY | 130 |
| ATTACHMENTS..... | 134 |

LIST OF TABLES

| | | |
|------------|--|----|
| Table 1.1 | Literature Study results | 7 |
| Table 1.2 | Key Partner Segment in BMC Used by Informants..... | 40 |
| Table 1.3 | Key Activities Segment in BMC Used by Informants..... | 40 |
| Table 1.4 | Key Resources Segment in BMC Used by Informants | 41 |
| Table 1.5 | Value Proposition Segment in BMC Used by Informants | 41 |
| Table 1.6 | Customer Relationship Segment in BMC Used by Informants | 41 |
| Table 1.7 | Channel Segment in BMC Used by Informants..... | 41 |
| Table 1.8 | Customer Segment in BMC Used by Informants..... | 42 |
| Table 1.9 | Cost Structure Segment in BMC Used by Informants | 42 |
| Table 1.10 | Revenue Stream Segment in BMC Used by Informants..... | 42 |
| Table 3.1 | Interview guide..... | 71 |
| Table 3.2 | Informants's Company Demography | 73 |
| Table 3.3 | The Amount of Exported Coconut Charcoal Briquettes in Yogyakarta in 2018-2022..... | 75 |
| Table 3.4 | The Amount of Exported Coconut Charcoal of 4 Informant Companies in Yogyakarta in 2018-2022 by tons | 76 |
| Table 3.5 | The Export Performance of Coconut Charcoal Informant Companies in The Last 5 Years | 77 |
| Table 3.6 | The Export Performance of Woods Category in Yogyakarta in The Last 5 Years | 79 |
| Table 3.7 | Export Data of Yogyakarta Province per month in 2019-2020 | 84 |
| Table 3.8 | Export in Yogyakarta Province per Country Destination (2019- 2020)..... | 85 |
| Table 3.9 | Export in Yogyakarta Province per Items Group (2019-2020)..... | 86 |
| Table 3.10 | The Amount of Export in Yogyakarta Province (Main Destination & Commodity in 2020)..... | 87 |
| Table 3.11 | Export in Yogyakarta Province per month (2020-2021)..... | 88 |
| Table 3.12 | Export Data in Yogyakarta per Country Destination (2020-2021) | 90 |
| Table 3.13 | Export in Yogyakarta per Items Group (2020-2021) | 91 |
| Table 3.14 | Export Data in Yogyakarta Province per Sector (2020-2021) | 91 |
| Table 3.15 | Export Data in Yogyakarta Province (Main Destination & Commodity in 2020-2021)..... | 92 |
| Table 3.16 | Export Value in Yogyakarta Province per Country Destination... | 96 |
| Table 3.17 | Export Value in Yogyakarta Province per Items Group in 2022 .. | 97 |
| Table 3.18 | Export Value per Sector in Yogyakarta Province (2021-2022) | 97 |
| Table 3.19 | Export Data in Yogyakarta Province per Destination & Items Group (2022)..... | 98 |

LIST OF FIGURES

| | |
|--|-----|
| Figure 1.1 BMC of Yogyakarta Briquette Export Companies | 39 |
| Figure 1.2 Observation Stage | 56 |
| Figure 1.3 Interview Stage | 57 |
| Figure 3.1 The amount of exported coconut charcoal of 4 informant companies in Yogyakarta in 2018-2022 by tons..... | 77 |
| Figure 3.2 The Export Performance of Coconut Charcoal informant Companies in The Last 5 years (mln. USD) | 78 |
| Figure 3.3 Export Data in Yogyakarta Province per Country Destination (2019-2020)..... | 85 |
| Figure 3.4 Export Data in Yogyakarta Province (2020-2021) | 89 |
| Figure 3.5 Export Data in Yogyakarta Province (2020-2022) | 95 |
| Figure 4. 1 Proposed BMC Alternative..... | 107 |