

## **Business Model Canvas and Group Institutions Artha Mandiri Starfruit Farmers**

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### **ABSTRAK**

Penelitian ini bertujuan untuk menganalisis penerapan komunikasi organisasi dan Bisnis Model Kanvas (BMC) dalam upaya meningkatkan kesejahteraan Kelompok Tani Belimbing Artha Mandiri di Tulungagung, Jawa Timur. Penelitian ini mengkaji bagaimana komunikasi internal dan eksternal kelompok, serta elemen-elemen BMC (segmen pelanggan, proposisi nilai, saluran, hubungan pelanggan, sumber daya utama, aktivitas kunci, kemitraan kunci, struktur biaya, dan aliran pendapatan) berkontribusi terhadap pencapaian tujuan ekonomi dan sosial kelompok. Metode penelitian yang digunakan adalah deskriptif kualitatif dengan pendekatan studi kasus. Lokasi penelitian adalah Kelompok Tani Belimbing Artha Mandiri yang dipilih secara purposif karena perkembangannya yang pesat dan inovatif. Populasi penelitian mencakup 57 petani belimbing, dengan pengumpulan data melalui observasi, wawancara mendalam terhadap enam informan (ketua, pengurus, mitra kerja, pengunjung, dan masyarakat sekitar), studi pustaka, serta Focus Group Discussion (FGD) dan dokumentasi. Analisis data dilakukan dengan analisis deskriptif, SWOT, dan Hasil penelitian menunjukkan bahwa komunikasi organisasi yang efektif, meskipun cenderung informal dan bersifat kekeluargaan, mampu membangun kepercayaan dan mempermudah koordinasi. Adanya modal sosial yang kuat berupa keyakinan, nilai, dan jaringan juga berperan penting. Penerapan BMC terbukti berdampak positif pada peningkatan kualitas produk, efisiensi pengelolaan, dan perluasan pasar, serta mampu berinovasi. Namun, beberapa tantangan masih ditemukan terkait formalisasi sistem dan dukungan eksternal. Secara keseluruhan, penelitian ini menyimpulkan bahwa kombinasi komunikasi organisasi yang efektif dan implementasi BMC yang terstruktur merupakan modal penting bagi peningkatan kesejahteraan dan keberlanjutan Kelompok Tani Belimbing Artha Mandiri.

**Kata kunci:** Komunikasi Organisasi, Bisnis Model Kanvas, Kesejahteraan Petani, Kelompok Tani Belimbing.

### **ABSTRACT**

*This study aims to analyze the implementation of organizational communication and Business Model Canvas (BMC) in the A effort to repair That welfare from That Artha Independent Star fruit Farmer Group in the Tulungagung, East Java. This study examines how internal and external group communications, as well as BMC elements (customer segments, value propositions, channels, customer relationships, key resources, key activities, key partnerships, cost structure, And income flow) donate to That achievement from That group economical and social goals. The research method used was descriptive qualitative with a case study approach. The research location was the Artha Mandiri Starfruit Farmers Group, which was selected purposively due to its rapid and innovative development. The study population included 57 starfruit farmers, with data collected through observation, in-depth interviews with six informants (the head, administrators, partners, visitors, and the local community), and interviews with 50 participants. literature review, as well as Focus Group Discussion (FGD) And documentation. Data analysis This research was conducted using descriptive analysis, SWOT analysis, and the results show that effective organizational communication, although tending to be informal and familial, is able to build trust and facilitate coordination. presence from strong social capital in the That form from trust, values, And network Also play A important role. The implementation of BMC has been proven to have a positive impact on improving product quality, management efficiency, And market expansion, as Healthy as creature capable to innovate. However, a number of challenge is still found to be related to system formalization and external support. Overall, this study concluded that a combination of effective organization communication And arranged BMC implementation is A important capital For Improving the welfare and sustainability of the Artha Mandiri Starfruit Farmers Group.*

**Keywords:** *Organization Communication, Business Model Canvas, Farmer Welfare, Starfruit Farmers Group*

## INTRODUCTION

Indonesia hold identity as country agriculture And own potential specifically biological Abundant resources . Almost every type of plant can grow and thrive in the Indonesian archipelago. Most Indonesians, especially those living in villages, utilize the natural resources by developing them. various business, like on sector forestry, Plantation fish, | and الدكتور or agribusiness. Majority Public village Which succeed Manage source day natural will get benefit especially for Commonwealth they, so that No seldom they Can have more wealth than people who live in cities.

In addition, the Republic of Indonesia also This tropical and one of the plants or the fruit found in abundance in region This is fruit believe sweet ( *Averrhoa carambola* L. ). Plant believe Sweet is a fruit tree and is a horticultural plant cultivated in Indonesia, previously a type of starfruit tree This fruit originates from Malaysia, then spread widely to tropical countries, including Indonesia (Prihatman, 2000). Starfruit is usually called *star fruit* Because from its shape Which considered like star, colored yellow when ripe and have content air Which Enough Lots, so that own flavor Which refreshing. No only that fruit This has various benefit for health, Lots study Which Already proven The benefits of star fruit include improving digestion, preventing cancer, treating high blood pressure, treating kidney disorders, reducing bad cholesterol levels, and improving liver function. enzymes, combat hair loss, and reduce the tendency for acne. These numerous benefits are due to the star fruit's vitamin and mineral content, protein, antioxidants, and calcium.

Furthermore, amidst the dynamics of changing times and the challenges of globalization, the management of natural resources... local in a way Cabbage become Wrong One key main For maintain settled rural economy. Advances in information and communication technology also encourage the need for adaptation strategies in Manage organization, including in sector 0.000 In context This, important for Group farmers for No only focus on production, This Also [Personal] aspect managerial, innovation, And Collaboration between members through effective communication and the implementation of a systematic business model. With the right approach, farmer groups can not only improve the welfare of their members but also contribute to food security and the broader local economy.

"Artha Mandiri" Starfruit Farmers Group, Cluwok Hamlet, Bono Village, Boyolangu District, Boyolangu Regency Tulungagung is Wrong One Group farmer in Regency Tulungagung from 5 the group that There is, Where focus Group For development Plantation starfruit becomes agribusiness and agrotourism. Group Farmer Star fruit "Artha Independent This Have development Good compared with Another group in the areas of achievement, business development, innovation, and member welfare, has always seen an increase in membership, initially with 42 members, and in 2019 there were 57 members. Almost all of the villagers have starfruit plants that are already productive and have a sweet taste. And quality fruit Which capable tunnel markets Which Enough wide, that is between city even to the province.

The Artha Mandiri Starfruit Farmers Group can be said to be implementing the Canvas business model. According to the farmers, the implementation of this business model has had a positive impact, with many improvements and changes, ranging from improved management and care of starfruit plants to sales channels. trust Public And government Which Keep going per as well as has Innovation product

processed from sweet star fruit. It's true In this era of globalization which is growing incredibly fast, the most important thing for success is to create new products, not to use old ones from generation to generation. product Which Already There is. (Saturn, 2010:273). The farmer believe And member or The administrators of the Artha Mandiri starfruit farmer group started out not knowing each other, but they met in A organization or Group. With thus they Finally interact, communicate to achieve the goals of the group they are running.

In achieving the desired goals, running smoothly and successfully can be completed with Good by communication. Communication No only used as giver message, idea or suggestions only. However, it is also used as a means to influence others to share their views or perceptions, thereby achieving individual, group, organizational, corporate, or societal goals. general. (Adania, 2022). Besides That, communication Also form base trust And cooperation Which become This main in something system organization or Group. So from That strategy and structure are needed in the organization.

Because the strategy, structure, tasks, procedures, breadth and scope of the organization are generally determined by method And technical communication. (MiftahThoha, 1993;181). Do communication with all its procedures is a daily human process, it can be said that the communication process is a life process, because communication cannot be separated from all concrete human life processes. (Anjelina, 2023) Communication has a broad meaning, one of which according to Shimp, communication is defined as the process of creating and establishing a common thought between the giver and receiver of information in an interaction.

Organization is place or receptacle Which made into by Public as support in holding something results Which Previously No Can purchased by each- each or individual. In In this case, previously the starfruit farmers of Cluwok Hamlet, Bono Village had not yet become an organization or group. They Still farming in a way individual, so that results cultivating Still Not yet maximum. Be it planting methods, fertilization methods, pest control, post-harvest handling, product improvement innovation, buying and selling and marketing because there is no unity in the management and cultivation of starfruit.

After the formation of the Belimbing Artha Mandiri farmer group, improvements in welfare are increasingly visible. member with improvement economy Which Good from results harvest fruit believe That alone or results the solution as well as management management agrotourism. Communication organization have a role important in in Group farmer believe Artha independent matter That intended for For Coordinating, networking, and liaising between members and external groups ensures the business runs smoothly and achieves its objectives. Organizational communication can be conducted formally or informally, tailored to the needs of each organization.

Therefore, it is interesting for researchers to delve deeper into the strategy of "Implementing Organizational Communication and the Business Model Canvas in Improving the Welfare of the Belimbing Artha Mandiri Farmers Group in Tulungagung, East Java." This raises the question: How is it implemented? communication organization Group farmer believe Artha independent? How implementation What is the impact of implementing organizational communication on the Artha Mandiri Starfruit Farmers Group's business model canvas? And business model canvas on Group farmer believe Artha independent? For this research will analyze data Which with the method qualitative descriptive with case study approach .

## METHOD

This research was conducted at the Artha Mandiri Belimbing Farmers Group, Bono Village, Boyolangu District, Regency Tulungagung. Location selection study set using *purposeful* method or on purpose with thinking that, Group farmer This is wrong One Group farmer who cultivate starfruit with development ... and innovative in Tulungagung and no previous research has been conducted in the Artha Mandiri Belimbing Farmers Group. The population of this study was overall farmer, in member Group farmer Star fruit Artha Independent Which cultivating starfruit, namely 57 starfruit farmers.

The methods used to collect the required data were observation, interviews, and literature review (Creswell, 1994). This study used four variables: organizational communication, business management, *the canvas model*, and empathy maps. The data analysis method used was is method [A] Qualitative And his approach is studies case. Data Which used in research, are primary data and secondary data. Primary data is obtained

provided through an interview process with research informants. The six informants used in the research came from within the organization with the positions of chairperson and administrator of the Starfruit Farmers Group. Artha Independent And from part external originate from partners work, visitors, owner businesses in the tourist destination and the surrounding community. Secondary data is data provided by other parties in the form of documents, literature, and the internet.

The data collection techniques used in this research are: (1) Interviews and questionnaires, the interview technique is carried out in the form of discussions and two-way communication by preparing a list of questions that have been made beforehand. (2) Observation by recording and observing the organization as the object (target) being researched;

(3) Focused Discussion done to internal management And Lots party in outside team management core that has Ability Knowledge in matter strategy development with hope enriching insight into future business models; (4) Documentation obtained by collecting a number of data And information in field in the form of document administrative Which obtained through interviews, observations and secondary data.

The design of the business development model for the Artha Mandiri Belimbing Farmers Group was carried out with That analysis Which started children analysis [A] who analyzes current conditions. · from ninth type BMC namely *Customers Segmen* (CS), *Mark Proposition* (VP), *Channel* (CH), *Customer Connection* (CR), *Income Flow* (RS), *Key Resource* (KR), *Key Activities* (KA), *Key Partnership* (KP), and *Cost Structure* (CS) Obtained For understand Target Which where to go organization According to objective Which will . Furthermore, every matter [Text unclear] in a way details with a SWOT analysis. This analysis provides an understanding of business strategies that are born through the collaboration of internal factors (strengths and weaknesses) and external factors (opportunities and threats). The sorting ninth not sure BMC And HARD WORK is This For design *prototype* model business in time Which will come. In [Text unclear] *prototype* model business This Work with *Blue Ocean Strategy* uses a four-step framework analysis tool and scheme of eliminate, reduce, increase and create.

## RESULTS AND DISCUSSION

### Group Farmer Star fruit Artha Independent

The Artha Mandiri Starfruit Farmers Group was formed on July 3, 2009, following a meeting of starfruit farmers. In 2017, the group was named an agribusiness group. best number One province-wide Java East, buyer help great make proposal Dhuafa Wallet In 2018, product believe certification prime 3 And until moment This trusted as a pilot organic farming village by the central Ministry of Agriculture. The Belimbing Artha Mandiri Farmers Group is a initiative pure Public For form Group farmer in order to improve sale and fulfill request market, increase Competence Process fruit believe as well as make the village an agrotourism and agribusiness.

After forming a group, they also established a sweet starfruit agrotourism. Although... stop Because pandemic, moment This Still Keep going in open. Правильно Also diverse start from School children, farmer groups, agencies, and the general public. Artha Mandiri Agrotourism provides direct starfruit picking tours, outreach, and even comparative studies on agrotourism development.

### Implementation Communication Organization

Organizational communication within the Artha Mandiri starfruit farmer group is generally effective. The group's leader stated that innovation and development in agribusiness and agrotourism management in Bono Village continue to occur annually. Some targets, such as capacity building, are: farmers and land And marketing products too every year to achieve the desired target.

Organizational communication built on honesty, trust and family continues to be realized change in Group farmer believe Artha independent. Communication done in a way informal or the family has positive and negative impacts. This is aimed at every meeting activity, There is a number of member Which No leave meeting, whereas Notes not enough more five members of the group are tens but often only thirty people attend, this is a negative side from communication model family. However, side positive from the communication that is communication and coordination Which more easy, like matter in Confess program, for member and the management builds trust because they feel closer to each other.

Several factors contribute to communication within the group, such as a shared sense of purpose and shared vision, as most of the Bono Village community are starfruit farmers. With the Artha Mandiri farmer group, they will find it easier to manage their crops. And market fruit believe And product believe other. Group Artha independent also continues to innovate, develop and communicate with external parties of the group to support and collaborate with starfruit farmers in their management.

Apart from that, some of the obstacles to organizational communication are the age gaps that exist within it. Group. There is farmer Traditional And farmer millennials. Inhibitor communication other that is In the technology they use, some farmers do not have smartphones so that communication is hampered by these tools or media.

### Theory Capital Social

Corner starting organization social through capital social Which consists of from belief or Trust, values, norms, systems and networks can increase community efficiency and improve the welfare of farmer groups. Artha Mandiri starfruit, Tulungagung, East Java. That can be implemented when the Artha Mandiri starfruit farmer group can provide and demonstrate coordinative behavior. Not sure capital social on ; can accommodate capital business or the economy of the members of the Artha Mandiri starfruit farmer group.

The majority of the people of Bono Village in Tulungagung farm starfruit productively and based on the trust of the community and members of the Artha Mandiri group. active in the network and who adhere to the norms of the organization. Farmer groups Belimbing Artha is working together to focus on developing starfruit plantations into agribusinesses and agrotourism. By joining forces And cooperate member miners addition capital economy Which more Company in its management and enabling sustainability. This is as expressed by Cvetanović (2015) that social And network Which is capital social can changed become economic capital. (Sugeng Pujiarto, 2021:30).

According to the head of the Artha Mandiri farmer group, Udin, he revealed that the farmers who are members with Artha independent frequency time has requested trust from supermarkets for become suppliers fruit believe. However, matter That No Can Continue, Because they feel disadvantaged by the consignment system. According to Udin, this system is not suitable for starfruit farmers in Bono Village. It could be said that it is still at the *grassroots economic level*.<sup>1</sup> Good social capital or high inside room Scope small Good big marked with height trust and member cooperation in a program, so that it will have a positive impact and improve member welfare.

The Artha Mandiri group continues to empower the Bono Village community by instilling elements of social capital. By leveraging the potential of natural and human resources, they continue to provide ongoing training, both for farmers and for the community. believe Already Company Good farmer young Which new will Pioneering. Group Artha Mandiri has also been certified regarding the residue limits for plant-based food safety, thus assisting the marketing of farmers who join the group.

Furthermore, according to Udin, the head of the Artha Mandiri Group, the group's function is to serve as a forum for discussion and partnership, not simply as a *financial* or aid distribution platform. Starfruit plantation management is also become their focus. Through consumer satisfaction values in the Artha Mandiri group, they continue to improve the quality of the fruit they produce, so that the sales focus is on the quality of the fruit, not only\_it.

In in A organization Help is matter Which very important For The continuity of activities or programs. The value of honesty is closely related to trust, and this norm has been established by the management and members of the Artha Mandiri Group through monthly meetings. Which discuss report finance Good report activity other. Following Statement Udin on the honesty and trust that keep the starfruit farmer group going:

*"Regarding profit sharing, I buy starfruit from farmers for 8,000 rupiah per kilogram, then I resell it for 10,000 rupiah per kilogram. The minimum profit I usually make is 2,000 rupiah." per kg his. Now Year 2000 This, For I Alone 1500 And For Group 500 rupiah.*

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<sup>1</sup> matter Udin, Chairman Group Artha Independent Village Bono, Saturday 5 August 2023.

*I took a profit of 1500 because the responsibility was heavy, such as finding partners, requiring energy to collect, taking care of the cleaning, and then damage to the packaging. and so on. The farmers don't mind this because every Eid they get parcel basic necessities. even every year There is progress, such as an increase in the nominal amount for social assistance to pre-elderly people."*

Group Artha Independent Also there is system Which executed in accordance norm Which they total, such as present when meeting monthly or when meeting every time time harvest And on when marketing the harvest. The meeting also resulted in an evaluation of the group's operations, harvest prices, agrotourism management, and communication between groups and partners. With the values and norms that they walk through regular meetings so that an increasingly wider network is formed.

According to Udin, communication network in Group Artha Mandiri and community or group other farmers walk in a way informal that is with method coordination in a way offline Good on line through social media *WhatsApp* . Whereas network with government or institution Which with The Artha Mandiri group is carried out formally and informally, such as coordinating by letter and *WhatsApp* chat.

Can in conclusion that mark trust And norm Help in Group Already running optimally, by continuing to develop each program and the economic capital they receive. Trust Also between for farmer believe or member Group to group administrator through improvement Capacity for farmer And transparent management. Udin also said: *"Every the year I And for farmer capable Build agriculture This with breeding*

*And various Innovation so that we capable know Capacity And the results."*

However, regarding the norms and systems implemented by the Artha Mandiri starfruit farmer group The organization's systems and networks are not yet optimal. They operate more like family-oriented systems. Some partners even build their networks on a family basis. Networks with local village governments are also not yet fully established. There is no financial or budgetary support for farmer groups. believe, so that Program implementation uses independent funds. Several of these factors pose obstacles or barriers to the application of social capital in the Artha Mandiri group.

### **Theory Business Model Canvas**

These colleagues are a visual tool on one page arranged in nine box Which show method think A company And organization in gain profit And produce Money Which consists of from nine key that is Target product, product offered, business platform, service consumer (relationship good), key activities, networking, resources, development, financing (Alexander Osterwalder and Yves Pigneur, 2012:15).

a company's predictive framework for generating profits, making products, determining consumer, technology Which used, receptacle profit, partners business, ; And costs required. In another sense, a business model is "A business model describes an idea or concept about an organization that is able to create, provide, accommodate, and capture value."

#### **a. Customer Segmen**

Marketing is not sure important in A business, world — which is increasingly strict, farmer believe sweet must Can understand problem sale or

marketing and studying and understanding their consumer segments. Objective matter That that is, can help for farmer believe understand different characteristics, preferences, and needs of the segments different consumers in order to design an effective marketing strategy. After that, by selecting the most appropriate and correct consumer segment, it is hoped that marketing walk effective And efficient, so that get Opportunity sale Which more big. (Rizan, 2023). Based on results interview with Udin officials chairman Group Artha Mandiri that, the target customers are considered to have potential and can be reached to buy the product or results harvest fruit believe that is Public around, market fruit cross city, district or province, agency, group or community producing herbal products, and organizers *incident* certain. Farmers Group Starfruit "Artha Mandiri" Also Develop agrotourism, the visitors from various Class And with draft Can Study direct how to care tree believe until harvesting And Can enjoy fruit believe Which they pick direct. Besides That, Group Artha Independent Also please student Vocational School And equal if you are going to carry out field work training (PKL) activities.

b. *Customer Connection*

Through a customer relationship model that describes the type of business relationship built between farmer believe sweet Artha independent with segment customer or consumer. Several ways Which endeavored by they that is give guarantee each other quality And This fruit resulting from in a way maximum so that Keep going requested trust from for customer, Open criticism and suggestion or *reviews* from customer or society general, make account media social to provide *contact persons* and create promotional advertisements or discounts for customers.

c. *Value Proposition*

After know potential Which become customer or consumer, for farmer star fruit combined in Group Artha Independent has determine reason they still farming star fruit, offer mark or Superiority And benefit as well as offer solution the problem that experience customer with company Which more effective. Proposal mark is matter It's important because it showcases unique and added value, thereby building a stronger product brand or creating a distinctive feature. Essentially, the starfruit farmers who are members of the Artha Mandiri group strive to provide quality products and excellent service.

Here are some *value propositions* that offer starfruit farmers The Artha Mandiri Group in Bono Village, Boyolangu District, Tulungagung Regency. First, the Artha starfruit farmer group. independent use fertilizer organic Which produced from fruit believe sweet Which affected by pests, unsold and rotten, then fermented.

According to Udin, "fruit Star fruit Sweet Which infected pest fly fruit usually only Simply throwing them away will ultimately increase the fruit fly population, as they can become maggots, pupae, and butterflies once they have formed, allowing them to fly again. Fermenting the product will minimize their population. By utilizing this organic fertilizer, the yield of sweet star fruit will increase. harvest they more durable, although on initially victory fruit only 80% This The fruit does not rot quickly and remains sweet and fresh,".

Second, excess farmer fruit believe sweet in Tulungagung especially Village Bono with farmers in other areas, namely they focus more on consumer satisfaction than on fulfilling need market, so that they more Choose And matter results harvest that quality is not just quantity.

"That is the correction for starfruit farmers, what should be sold is That quality No The main thing is. We here maintain starfruit quality with the way of the every farmer Which the goods enter to Artha "We independently checked the residue using the tools we have," said Udin in an interview.

Third, Udin also explained the residue limits in Indonesia for fresh plant-based food (PSAT). as big as 0.050/ppm, If in lower number standard That product new Can out. "The Artha Mandiri group has been certified, so this is very helpful in marketing matters. This is indeed the task of the supervisor of fresh plant-based food (PSAT), as far as This supervision That is at in Province direct And we Already There is in "Under provincial supervision because the Artha Mandiri group is also certified directly by the province," explained Udin.

The Artha Mandiri farmer group also provides *value* for the problems that occur to sweet starfruit farmers and customers, namely through the Agricultural Training Center Communication Forum. And Rural Self-help National (FKP4S) Which is Wrong One receptacle communication for for farmer believe. On the forum it also discusses problems experienced the farmers. When Happen harvest Raya, farmer believe sweet Group Artha Independent make discussion for look for solution \$ time harvest they different with harvest believe sweet in other areas , so that production results are not abundant and cause prices to fall drastically.

" Group" hold deliberation so that harvest believe No together with other farmers. Because if harvest together automatic price market will down Because "The production is too abundant," explained Udin.

Furthermore, in terms of *value proposition* , according to Udin, good service is always instilled by starfruit farmers and the management of the sweet starfruit agrotourism area. The Artha Mandiri starfruit agrotourism area offers a comfortable and educational tourist area by providing... Infrastructure covering area Rest, area play, area Study plant, a library, photo booth, and souvenir shop. Furthermore, the tourist attraction is open daily from 7:00 a.m. to 5:00 p.m. WIB.

d. *Key Partnership*

Key partnerships or network suppliers and partners that keep the business running in the Artha Mandiri starfruit farmer group are with the agricultural service for the management of sweet starfruit plants, the tourism service for the management of agrotourism, factories that provide plastic packaging and packing, and the sweet starfruit farmer association for management matters. plant believe sweet from start Process time plant until marketing. Apart from that, they also partner with traders or souvenir shops.

e. *Key Activity*

The main and repetitive activities that must be carried out by members of the Artha Mandiri group or sweet starfruit farmers so that the business model can work are improving product quality, meetings monthly when harvest Ongoing, coordination with for farmer sweet starfruit, marketing or distribution fruit in a way on line And offline, Manage agrotourism believe sweet Good carried out both conventionally and through promotions on social media, to increase group resources Artha Mandiri also conducts training both internally and externally organization.

f. *Channel*

*Channels* are a container and a way for humans to communicate. to its customer segments. In this case, the Artha Mandiri group uses communication *channels* or channels, distribution And sale through distribution direct, It means customer or Consumers can obtain products by visiting farmers' and agricultural locations. The Artha Mandiri group Also Benefit platform on line in the form of account media social like YouTube, Instagram, Whatsapp, Facebook And Twitter although Still Not yet maximum Because constrained source power. Besides That, for farmer Also use media like banner Good board advertisement. Fruit Starfruit and its processed products can also be obtained at souvenir centers that have collaborated with them.

g. *Key Resource*

The main resource is of course sweet star fruit, and farmers must ensure the availability of this raw material. The Artha Mandiri group of sweet starfruit farmers must also determine the necessary resources, such as human resources (HR), assets or capital, skills, and expertise. These human resources include sweet starfruit farmers, workers, and actors. business at a time assisted member And administrator organization Group farmer believe sweet artha mandiri. Assets and the capital they own and manage includes buildings (gazebos) specifically in agrotourism, several tools used for farming, distribution networks or relations and centers small gifts. Whereas For Ability And skill, Keep going developed And held by the Artha Mandiri group and P4S ( Self-Help Agricultural and Rural Training Center).

h. *Cost Structure*

The overall cost structure that must be or is routinely incurred by sweet starfruit farmers Artha Independent, Village Bono, Subdistrict Boyolangu, Regency Tulungagung consists of from labor costs, development of sweet starfruit plants or fruit, training and empowerment of human resources, as well as development and maintenance of starfruit agrotourism infrastructure Artha Mandiri. In addition, there are other supporting operational costs such as harvest transportation, product promotion, packaging, and coordination costs among group members, all of which are interrelated. For Guard continuity business And increase day competition product in market wider.

i. *Income Flow*

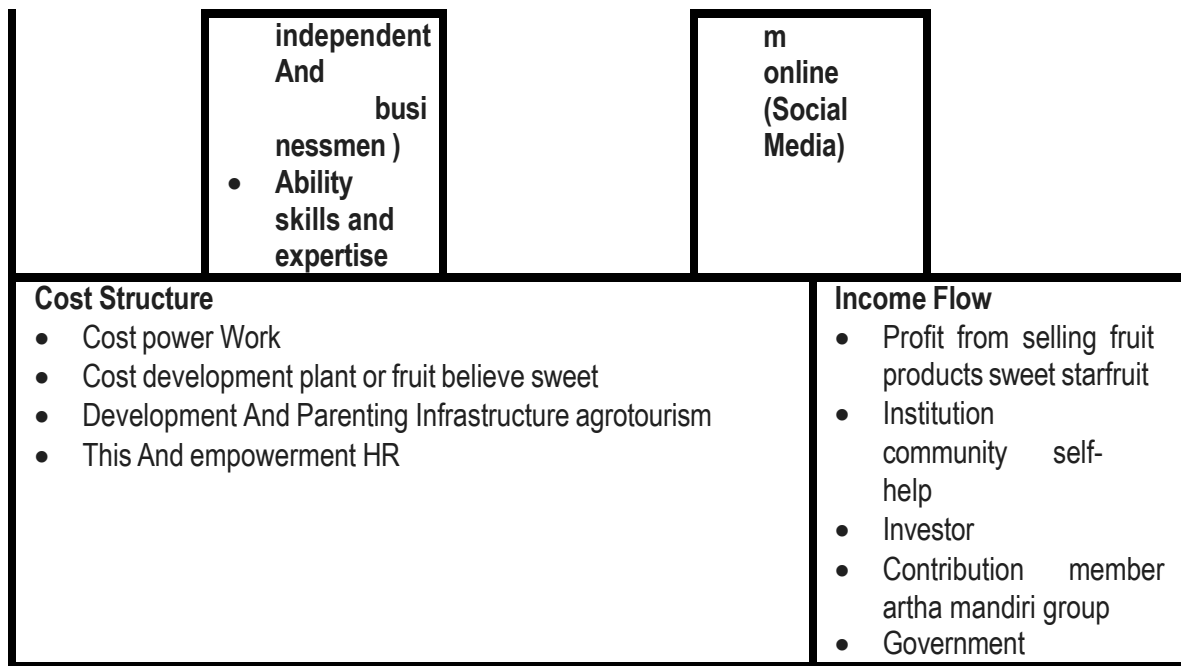
Current income for farmer believe sweet Village Bono Which explain the way Business profits come from product sales, non-governmental organizations, investor capital, group membership fees, and the government. The primary profit comes from the sale of fresh starfruit, both locally, inter-city, and inter-provincially. In addition, support from non-governmental organizations provides grants, training, and group capacity building. Investors also play a role in providing capital injections, particularly in development agrotourism And Process product down like syrup, sweets, and dried products. Regular contributions from group members are used for daily operations and group activities, such as regular meetings, communal garden maintenance, and the purchase of agricultural equipment. In side other, help from government present in form program empowerment Farmers, fertilizer subsidies, agricultural equipment and machinery assistance, and harvest promotion through events and exhibitions. This combination of various income sources demonstrates that the business model employed by starfruit farmers in Bono Village is collaborative and oriented toward long-term goals.

After knowing the nine blocks of the business model *The canvas* of the Artha Mandiri group of sweet starfruit farmers can be summarized in one *canvas* in the image below.

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Key Partnerships</b> <ul style="list-style-type: none"> <li>• Department of ...</li> <li>• Tourism Office</li> <li>• Supplier factory plastic packaging and packaging</li> <li>• Association and sweet starfruit farmers</li> <li>• Trader</li> </ul> or business actors | <b>Key Activity</b> <ul style="list-style-type: none"> <li>• Improve product quality</li> <li>• Monthly meeting (starfruit farmer group) Artha independent)</li> <li>• Coordination with starfruit farmers, distributors and starfruit farmers associations</li> <li>• Marketing or distribution in offline and online</li> <li>• Managing agrotourism and sweet starfruit</li> <li>• Training aimed at improving source day</li> </ul> | <b>Value Proposition</b> <ul style="list-style-type: none"> <li>• Product good (product quality) more important)</li> <li>• Using organic fertilizer</li> <li>• Passed the residue limit borders in Indonesia</li> <li>• Have a harvest time different from farmer other areas, so that there is no excess production which causes prices to fall.</li> <li>• Starfruit agrotourism complete with infrastructure and educative</li> </ul> | <b>Customer Relations</b> <ul style="list-style-type: none"> <li>• Quality assurance and the number of fruits</li> <li>• Criticism and suggestions/reviews directly from customers</li> <li>• who can be contacted in the media social</li> <li>• Providing promotions or discounts for customers</li> </ul> | <b>Customer Segments</b> <ul style="list-style-type: none"> <li>• General public</li> <li>• Market across cities, districts and Province</li> <li>• Agency</li> <li>• Herbal product production community or group</li> <li>• Organizer or event-certain events</li> </ul> |
|                                                                                                                                                                                                                                                                             | <b>Key Resource</b> <ul style="list-style-type: none"> <li>• Capital (Asset)</li> <li>• Human resources (farmers, workers, group administrators)</li> </ul>                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Channel</b> <ul style="list-style-type: none"> <li>• Direct distribution (between customers and farmers transact directly)</li> <li>• Platform</li> </ul>                                                                                                                                                 |                                                                                                                                                                                                                                                                            |

Mochammad Sinung Restendy

Artha



From Nine points business model canvas the, can in conclusion that product on The most prominent and sustainable *value proposition* . This can be seen in how the Artha Mandiri starfruit farmer group showcases the quality of the starfruit plants and fruit they produce, from product management to marketing. A maximal *value proposition will connect with customer connection* , Because for farmer more ... quality And Customer satisfaction. However, the map or *channel points* in the business model canvas show several obstacles, such as managing social media platforms and the technology used. It can be said that they are still using simple methods.

## CLOSING

### Conclusion

The Artha Mandiri Starfruit Farmers Group in Tulungagung has demonstrated success in improving the welfare of its members, driven by effective organizational communication and the implementation of the Business Model Canvas (BMC). Informal, family-like communication fosters trust and coordination among members, despite challenges such as age differences and limited technology.

Social capital, which cover beliefs, values, norms, systems, and networks, contribute significant to efficiency And improvement economy Group. However, Group This Still need improve the formality of systems and networks with village government.

Implementation BMC Impact positive on management, sale, trust public, And product innovation. Group This has succeed determine segment customer, Build connection Good through quality assurance and openness to feedback, as well as offering

*value propositions* such as the use of organic fertilizers and a focus on certified fruit quality. However, Thus, management platform social media as channel communication still not optimal.

The group's main resource is the star fruit itself, supported by competent human resources, asset, And Ability Which Keep going develop. Structure cost covering power work,

Crop development, agrotourism infrastructure, and human resource training. Revenue comes from product sales, non-governmental organizations, investors, membership fees, and the government. Overall, the Artha Mandiri Belimbing Farmers Group demonstrates great potential through a combination of strong communication and a structured business model.

### Suggestion

**Analysis Comparison Model Communication:** Study This show that communication informal Family-style approach is effective in the Belimbing Artha Mandiri Farmers Group. However, there are obstacles such as absence members in meeting and limitations technology. By because of that, further research can Focus in the study comparison For Analysis He communication organization in farmer groups other Which apply company official. Comparison This can · model communication that fence adaptive And optimal For condition farmer Which diverse, especially in oppose market and technology dynamics .

**An In-depth Study of the Role of Social Capital:** This study identifies trust and honesty as not sure important capital social in group. However, there are weaknesses in formalization of norms and systems. It is recommended to conduct in-depth qualitative research (e.g., ethnographic studies) to examine how existing informal norms can be converted into standardized systems without eliminating family values, and to analyze the impact of such formalization on organizational efficiency and desirability.

**Digital Canvas Business Model Development:** Although this group has implemented BMC, the utilization of online platforms as communication and distribution channels is still not optimal due to resource constraints. human resources And technology. Further studies can design A more digitally oriented BMC prototype encompasses social media marketing strategies, *e-commerce* , and technology-based supply chain management. This research can provide practical recommendations for addressing digital literacy among farmers.

**Analysis of Factors Inhibiting External Support:** This study noted that there has been no financial support from the local government. Therefore, further research is needed to identify these factors. inhibiting factors Diakibatkan collaboration Which strong And support budget from government Good institution external other. succeed can become Recommendation policy for local governments to increase the empowerment of farmer groups.

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