

Business Model Improvement: A Study Case of Financial Bookkeeping System and Marketing Strategy Creation

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The crisis that occurred in 2020 was caused by the COVID-19 pandemic. It changes the way humans live their life globally, which requires people to reduce mobility, thus making people in looking for new activities that can be done at home, one of which is gardening and planting. Amid external conditions that provide opportunities for incremental sales in-plant industry, ABC Orchid have not been able to take advantage of opportunities properly. This study case aims to solve the marketing and financial problems using the business development framework. The problem that arises is stagnated gross sales amid the booming in the plant industry. The substitution for income sources from large party consumers, such as hotels and offices become consumers from private markets, causing a stable gross basis compared to conditions before the pandemic. The methods used in this case study are in-depth interview with business owner and competitors from the same industry and self-administrative market survey. The results found that there are ineffective business activities in ABC Orchid, namely poor financial bookkeeping system and marketing activities that are not carried out consistently based on market. The phenomena of business ineffectiveness show the presence of a need-to-improve business model.

Keywords: Business Model Innovation, Business Plan, Financial System, Marketing Plan, SMEs

JEL Classification: L26, L20, L29

INTRODUCTION

In various countries, COVID-19 has changed the way people live. Social restrictions and appeals to the community to do activities at home have changed people's lifestyles. All community activities, both main activities and supporting activities, must be carried out indirectly through online media. This causes an increase in the free time people have for activities at home. Williams, et.al (2021), stated that there was an unintentional positive effect as a result of social restrictions due to COVID-19, social restrictions gave people more free time to enjoy the activities they wanted. One form of hobby that is popular with the community today is gardening and ornamental plants. Theodorou, et. al (2021) argue that gardening activities are closely related to lower psychopathological stress for COVID-19. Agricultural Research and Development stated that public interest in ornamental plants has increased by 40 percent since the COVID-19 pandemic occurred. This will certainly have an impact on the ornamental plant industry which must meet the demands of the community.

This article is a case study of one of the Small and Medium Enterprises (SMEs) named ABC Orchid which has been engaged in the orchid ornamental plant industry since 2011. ABC Orchid is located in Jakarta, Indonesia. Currently, with a monthly gross income of 95 million rupiah, its business portfolio is the sale of Moon Orchid Plants, Dendrobium Orchids, variations of gardening equipment, and other ornamental plants. According to business owners, the current sales is two million to 3.5 million rupiah on weekdays and ten million on weekends. This research is important in order to realize the hope by business owners to have a stable sale per day on weekdays and weekends of ten million per day, so ABC Orchid must have a solution to the problems faced by businesses. The problem that arises and must be overcome by ABC Orchid at this time is gross sales that tend to stagnate in the midst of the booming plant business. This is due to the substitution of sources of income that originally came from large party consumers, such as hotels and offices, to consumers who came from the individual market who directly visited the store.

This research is the development of a business model based on the ABC Orchid case study in terms of solving the problem related to financial bookkeeping system and marketing plan. The research question is how the financial recording and bookkeeping system should be owned by ABC Orchid and how to make a product marketing plan that is in accordance with market conditions. The benefits of this research will not only be felt by ABC Orchid, but also to Small and Medium Enterprises who have not realized the importance of consistent financial records and marketing planning. In addition, this research is also useful in describing the market conditions of the ornamental plant industry in Indonesia.

LITERATURE REVIEW

Definition of Business Model Canvas

A business model is an essential tool for SMEs, because it describes how elements within an organization relate to one another in creating value for all stakeholders. Osterwalder et al. (2010) stated how an organization could create, distribute, and capture the value of a business to consumers and other decision-makers. Iheanachor (2021), in his research, states that many companies have used business models to describe choices, decisions, resources, and actions taken to generate business value. The business model is one of the methods in design thinking that provides a visual to see the entire business process in a tool with a collection of matrices. Business Process is a collection of interdependent sequences of activities in achieving a relevant personal or business goal (Bider, et.al, 2014). The business model must answer Peter Drucker's

question, who are the customers? What is the customer value? How does the company make a profit? The underlying economic logic explains how companies can deliver value to customers at a reasonable cost (Blahova, 2017). Osterwalder et al., 2010 state nine matrices in the business model: consumer segmentation, value proposition, channels, customer relationships, revenue streams, core resources, core activities, partners, and cost structure.

A. Consumer Segmentation

Defines different groups of people or organizations that a business is trying to reach. According to specific attributes, a business must group consumers into several segments to fulfill customer satisfaction. There are several different types of consumer segmentation, including:

- *A mass-market* that focuses on one large group with similar needs and problems
- *The niche market* that focuses on markets with specific specializations or specifications
- *The segmented market* focuses on distinguishing the market on the needs and problems experienced by consumers.

B. Value Proposition

Defines a set of products or services that create value for a specific, predetermined customer segment. The value proposition is why consumers choose a product/service over competitors in solving problems or meeting needs. Some value propositions can be innovative or disrupt the establishment of a business. Other than that, some are already available in the market with some additional features and attributes. The value offered by a business can be qualitative (price, speed of service) and quantitative (design, customer experience). Some of the elements that can contribute to creating value are:

- Novelty, which is a product that offers an experience that consumers have never accepted
- Performance, namely improving the value of a service or product previously provided to consumers.
- Customization, namely making adjustments to products or services to suit the specifications of particular consumer segments.
- *Getting the job done*, namely by helping consumers in completing their work or needs
- Design, in specific sectors design, has an essential role in enhancing the value proposition.
- Brand / Status, some brands can increase the status of consumers when using a product or service.
- Usability, namely by increasing consumer convenience over the product range

C. Channel

Defines how the company communicates the value proposition to consumers according to the segment. Channels are the meeting point in determining consumer experience. A business can choose to select direct channels through partners or a combination of the two. Selecting channels through partners can reduce the margin received, but on the other hand, it provides benefits to get the partner's positive side. In contrast, direct channels can provide higher business margins but are expensive in operation. Hence, the combination of the two is the most effective in providing customer experience and maximize profits. Channels have five phases, including awareness, evaluation, purchase, delivery, and after-sales.

D. Relationship with Consumer

The company determines what kind of relationship it wants to have with specific consumer segments targeted. This form of relationship can occur personally or automatically. Several factors that influence consumer relations are motivation, including consumer acquisition, customer retention, and driving sales.

E. Income Stream

Explain how the business generated revenue from each consumer segmentation after deducting production costs. Each income stream can have different price mechanisms such as fixed prices, bargaining, dependence on market mechanisms, volume, and others.

F. Core Resources

Core resources can be physical, financial, intellectual, human, and others needed for the business model to succeed. Core resources enable companies to create and offer value propositions, reach markets, create and maintain relationships with segmented consumers, and generate revenue.

G. Core Activities

Defines the core operational activities carried out by a business in order to be successful. Categories in the core activities include production, problem-solving, and networking that enable companies to create and offer value propositions, reach markets, create and maintain relationships with segmented consumers, and generate revenue.

H. Partner

Company form partnerships that form the basis of various business models. This process aims to optimize the business model, reduce the risk of their business activities, and acquire resources that they do not have.

I. Fee Structure

This process is the stage for detailing all costs incurred to operate the overall business model. Every business model must minimize costs in order to get higher profits. Structurally, the business cost model consists of cost-driven and value-driven. Meanwhile, the cost structure has four characteristics: fixed costs, variable costs, economies of scale, and economic scope.

Based on the above definition, based on the compilation carried out by Iheanachor (2021), the most critical evaluation points in a business model are the value proposition, core activities, customer segmentation, resources, partners, and revenue streams. Thus, the core activities are one of the factors that act as the most critical evaluation point.

SME Financial System

This subject is essential because Rachidi and Mohajir (2021), in their research, argue that information and communication technology is considered a fundamental factor of company performance. However, adoption by SMEs is often underreported or unknown. These barriers also directly impact the performance of SMEs, their growth and indirectly have many socio-economic consequences on the labor market and the country's economy. Another study conducted by Sahu et al. (2021) also stated that the implementation of material flow cost accounting (MFCA) showed increased productivity, better energy efficiency, and improved environmental performance. The study also found an increase in return on investment (ROI) of 29.37 percent, and the efficiency of material use decreased by 26.58 percent.

Ahmed, D et al. (2021) also supported the argument that newly-started companies have limitations in human resources and financial resources; these companies can increase their resources for success and overcome obstacles to the use of knowledge management. Thus, the contribution of this research will provide benefits in terms of improving knowledge management through a system made specifically for companies engaged in the ornamental plant industry.

RESEARCH METHOD

This study aims to solve the problem of SMEs, namely sales, which tend to be stagnant in the midst of the rampant ornamental plant business. The first stage of data collection was to map the current condition of SMEs through primary and secondary sources. Data collection from primary sources done through in-depth interviews and observation methods. The in-depth interview method is carried out by asking and answering face-to-face with or without guidelines (Sutopo, 2006) to SME owners and competitors. The author also makes observations to consumers to obtain information. Observation is one of the few options available for studying an event by collecting data as it occurs to capture the entire event rather than conducting interrogation (Cooper and Schindler, 2014). In addition, researchers also collect data through secondary sources in the form of literature studies on relevant sources. The first phase of data collection resulted in a mapping of the internal and external conditions of ABC Orchid in the form of the current SME business model canvas.

In addition, to support the process of analyzing and solving problems on the current business model canvas, researchers surveyed individual respondents through online media regarding market interest in ornamental plants. The design of this survey is a questionnaire design that is using a self-administered survey communication method. According to Cooper and Schindler (2014), self-administrative surveys are beneficial to obtain various benefits, including short survey times, the ability to carry out surveys simultaneously, obtain a broader sample, and reduce respondents' turnaround potential. In conducting an online self-administrative survey, there is one most important rule that the respondents need not more than 10 minutes to finish the overall survey processes.

The samples used in the in-depth interview method were business owners and competitors in the Taman Anggrek Indonesia Permai area, totaling three people. Ten consumers of ABC Orchid engaged through the observation process. Meanwhile, survey activities targeted respondents with various demographic backgrounds to describe the current condition of the ornamental plant market, so the sample design used is a non-probability approach. According to Cooper and Schindler (2014), if there is no particular need to generalize population parameters because of the time and price considerations, or if there is no information about the total desired population from the survey, the non-probability approach can be used by researchers. The researcher chose a non-probability sampling method with the type of quota sampling. The control dimension of the researcher was the parameter of the number of respondents who liked and disliked ornamental plants. The control carried out was one of these parameters should not exceed 60% of the sample obtained. The number of respondents obtained is as many as 113 people. The results showed that 57% of respondents like ornamental plants and 43% do not really like ornamental plants, so it passed the control determined.

The realization of the new business model canvas came from the analysis of the problems faced by ABC Orchid on the current business model canvas using the SWOT analysis method. SWOT analysis is a tool to measure the company's internal strengths and weaknesses, opportunities in the market, and threats that can affect the future (Gamble et al., 2015). According to Sarsby (2016), several advantages of conducting a SWOT analysis, including SWOT, are easy to use, applicable in all types of businesses, and easy to communicate to all decision stakeholders. The weaknesses of the SWOT analysis include low-quality data, high bias because the data uses perceptions and preferences, and the potential for grouping errors. Next, the gap analysis stage beneficial to identify the gap from the current condition to the desired ideal condition. After that, using the Pareto method, the focus improvement was determined based on the importance of problems that occur and the ease of solving them. In addition, the

analytical method in online surveys is carried out by calculating the percentage of answers and then dividing by the total number of respondents according to the variables measured and multiplied by 100%. The results of the survey analysis through the formula used as follows:

$$\% \text{ respond } (p) = \frac{f_o}{n} \times 100\%$$

Information:

p = percentage

f_o = number of answers according to the measured variable

n = the total number of answers according to the measured variable

The following table describes certain criteria of interpretation based on percentage results from the survey:

Table 1. Interpretation Criteria

No	Percentage (%)	Criteria
1	0	None of the respondents
2	1 – 25	Few of the respondents
3	26 – 49	Almost half of the respondents
4	50	Half of the respondents
5	51 – 75	More than half of the respondents
6	76 – 99	Almost entire respondents
7	100	All respondents

RESULTS

Data collection from primary sources was carried out through in-depth interviews and observation methods to SME owners and competitors, and observations to consumers to obtain information. In addition, researchers also collect data through secondary sources in the form of literature studies on relevant sources. Researchers also conducted a survey through online media to obtain individual respondents regarding market interest in ornamental plants. The design of this survey is a questionnaire design which is carried out using a self-administered survey communication method. The analytical method in online surveys is carried out by calculating the percentage of answers and then dividing by the total number of respondents according to the variables measured and multiplied by 100%. The percentage results from the survey will be interpreted into certain criteria determined.

SWOT Analysis of the Business Model Canvas

SWOT analysis is a tool to measure the company's internal strengths and weaknesses, opportunities in the market, and the threats that have the potential to affect the company in the future (Gamble, et.al, 2015). Based on the analysis carried out in Table 2, it can be concluded that the strengths and opportunities that should be exploited by ABC Orchid are the potential for increased sales which are supported by the number of users and the increasing level of public exposure to online information. While the weakness and threat factors that must be minimized are online marketing that has not been well planned, due to low engagement rates on online channels and marketing activities that are not carried out consistently and bookkeeping management that has not been carried out in SME sales activities, because there is no good system in sales bookkeeping, product selling prices have not been based on calculations of other costs, and the business owner's lack of knowledge regarding accounting for SMEs.

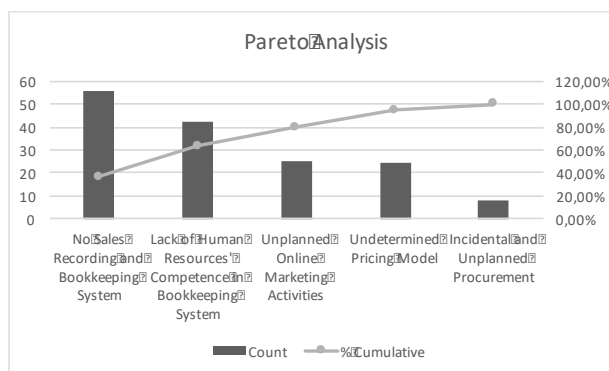
Pareto Analysis

The pareto analysis are carried out using the rating scale and weighting that will be used as the basis for the calculation (Heizer and Render, 2011). Fontana (2011) stated that one thing to be considered in the process of innovation is the time of idea's launching to the implementation of the ideas. Based on the analysis carried out in chart 1, it can be concluded that a very important condition to be repaired soon and can be resolved immediately by ABC Orchid is the creation of a sales recording and bookkeeping system. The second problem that must be resolved is regarding competence in the field of recording and bookkeeping, so training must be carried out to help HR understand the financial system that has been created. The focus of solving the third problem is to carry out marketing activities consistently according to the plan. So that this research will focus on solving problems by creating a sales recording and bookkeeping system and making a marketing plan.

Table 2. SWOT Analysis of Business Model Components

Strength	Weakness
<ol style="list-style-type: none"> 1. Accessibility and convenience for consumers in strategic and easy-to-reach locations (Channels) 2. Already have several other sources of income (Revenue Streams) 3. HR skills in managing the Orchid plant business and marketing (Key Resources) 4. Competitive prices with good quality, because the products come from major suppliers (Key Partnership) 5. Ability to find suppliers with mature orchids that have flowered (Key partnerships) 6. Have a close relationship with large party consumers (Key Partnership) 	<ol style="list-style-type: none"> 1. <i>Engagement Rates</i> on low online media channels (Channels) 2. Lack of knowledge of business owners regarding SME accounting records (Key Resources) 3. Do not have a good system in recording and bookkeeping sales (the process is not scheduled) (Key Activities) 4. Marketing activities are not carried out consistently (Key Activities) 5. The calculation of other costs has not been carried out in determining the selling price of the product (Cost Structure)
Opportunity	Threat
<ol style="list-style-type: none"> 1. Increasing public interest in ornamental plants (Customer Segments) 2. The ornamental plant industry is one of the potential winners in the Covid-19 Pandemic era (Value Propositions) 3. The number of users and the level of public exposure to online information are increasing (Customer Relationships) 	<ol style="list-style-type: none"> 1. Other ornamental plants are starting to appear that have the potential to replace the role of Orchid plants (Value Propositions) 2. High business competition (variety of products, prices, marketing tools) (Value Propositions) 3. High demand hampers supply of flowering orchids (Key Partnership)

Figure 1. Pareto Analysis



DISCUSSION

Establishment of ABC Orchid's Financial Bookkeeping System

The weakness of financial records is caused by recording activities that are not carried out in a disciplined manner by human resources who do not have competence in this matter. Khan (2021) states that human resources in accounting for SMEs are important because they will make a positive difference to the financial statements of SMEs, thus suggesting that SME owners allocate special accounting resources to their SMEs.

In addition, there is no integration between sales activities and goods procurement activities, starting from the sale of goods that are not based on the calculation of the cost of goods sold and monitoring of stock of goods that are not evaluated regularly. This is supported by Carraher, Auken (2013) which states that the convenience of SME owners to use financial reports as a decision-making tool is influenced by various things, including the frequency of preparation, the amount of income managed, the level of education, and the party preparing the financial statements.

Improving the SME financial bookkeeping system begins with determining the income and expenditure items divided into significant accounting posts. A calculation is made on the current inventory or known as stocktaking on the stock list recorded. This activity is essential in an inventory management process because it informs the quantity and quality of goods and becomes a tool for monitoring a business's operational processes. So that business owners do not face excess or shortage of stock in meeting consumer demand.

Furthermore, based on the author's direction, the business owner determines the cost of goods sold (HPP) for each product they own. Bloomsbury Publishing (2013) states that HPP for retailers is the cost incurred to buy or acquire a product sold to consumers. The definition of HPP can help business owners determine the introductory selling price of products and the sales volume needed to keep the business profitable. Bloomsbury Publishing (2013) also states that HPP in the retailer business is the most significant capital component, so it is one of the critical factors in business.

The next step is to record every transaction at ABC Orchid, including sales, expenses, and incoming goods transactions. Given the limited resources owned by ABC Orchid, the recording process at ABC Orchid is carried out by salespeople at the store using physical notes containing information on the name of the item, quantity, sub-total of each product, and the total sales price. Furthermore, the admin will collect the physical notes every day to proceed to the bookkeeping process using Microsoft Excel. The daily sales

recap on the Microsoft Excel system integrated with the primary product data, which already contains information on the cost of goods sold to make it easier for admins during the bookkeeping process. The information that the admin must enter into the system includes the product code, quantity, and deviation of the money received if there is a sale price discount or an increase in the selling price. The last bookkeeping scope is the daily expense records of ABC Orchid. The recapitulation of expense records is carried out by the admin every day through Microsoft Excel. Expenditure records have been categorized into expenditure zip codes, making it easier for admins when doing bookkeeping.

The final output of ABC Orchid's recording and bookkeeping report is an income statement that informs the amount of gross profit and operating profit. ABC Orchid's profit and loss report has been integrated with daily reports so that at the end of the month, the system generated the monthly system automatically. The monthly report then becomes a joint component of the cost recapitulation to produce Figure 2, which results from the monthly income statement from ABC Orchid.

Figure 2. ABC Orchid Profit and Loss Statement

PROFIT AND LOSS STATEMENT	
ABC ORCHID	
15 March 2021 to 15 April 2021	
Account	Amount (Rp)
Revenue	28.580.000
Cost of Goods Sold	24.118.940
Gross Profit	104.461.060
Expenses	
Marketing, Sales, General, Admin	0
Operation Expenses	
Fuel Expense	3.000.000
Toll Expense	1.750.000
Food Expenses	3.150.000
Wages Expense	5.000.000
Utilities Expenses	1.159.000
Rent Expenses	2.500.000
Net Profit/Loss	87.902.060

Making ABC Orchid's Marketing Strategy

- (1) The behavior of buying ornamental plants not entirely influenced by the preference for ornamental plants, but almost all respondents who like ornamental plants bought at least one ornamental plant in the last six months. In addition, the need to give gifts is one of the things that influence buying behavior so that it can become a potential market for ornamental plant sellers.
- (2) COVID-19 and its consequences impact the public interest in new things and ornamental plants and gardening activities are one of all fields that have the potential to be substituted into other activities. However, the potential for purchasing ornamental plants will be more significant in line with the increase of respondents' interest in ornamental plants.
- (3) Physical store channels owned by ABC Orchid currently tend to be optimal because respondents feel that purchases through physical stores can accommodate product examples and explanations. However, one of the disadvantages of physical stores is that the location may not be strategic for some potential customers. Thus, selling through online media, especially with marketplaces, can help fill this gap, thus becoming a strength for ABC Orchid. Chatterjee (2020) in his research results that the benefits of social media, ease of use, and compatibility are factors that have a positive effect on the

implementation of marketing through social media in SMEs. Suppose ABC Orchid wants to maintain a good level of interaction with online consumers. In that case, ABC Orchid must be responsive in explaining products in the product description column and or in the chat feature. Other than that, ABC Orchid must maintain quality and customer satisfaction by sending products according to the photos and descriptions displayed on the marketplace page.

- (4) Most dominant target market is people over 30 years old and have flexibility in carrying out daily activities.
- (5) In promoting Orchid products, ABC Orchid has used an effective marketing channel, namely Instagram. However, ABC Orchid can use other channels to maximize marketing channels, namely Whatsapp for Business. In addition, the form of promotional content used by ABC Orchid is currently following the market's wishes, namely photos with attractive visuals. However, ABC Orchid can develop content in videos and information-intensive content, especially regarding Orchid care.

The ABC Orchid Marketing Strategy Plan results can be seen in Figure 3, which ABC Orchid can then use in marketing its products to suit the potential market of the ornamental plant industry, especially orchids.

Figure 3. Marketing Strategy

Item		Hasil Survei	
Targeted Market	Demographics	Age	>31 years old
		Gender	Female and Male
	Psikografis	Purchasing	Gift*
		Motive	Ornamental Plants
		Gaya Hidup	Flexibilities
Competition	Product	Monstera	Easy Maintenance*
	Substitutions	Kaktus	
Marketing Mix	Product		Orchid and Gardening Tools
	Price	-	-
	Promotion	Channels	Instagram
			Whatsapp for Business*
		Type of Content	Photo and Video*
		Type of Information	Orchid care and product diversification, including packaging of Orchid as a gift*
	Place	Physical Store	Taman Anggrek Indonesia Permai
		Online	Market Place*

*New Strategies for Marketing Plan

Swastha and Irawan in Syahputro (2020) stated that strategy serves as a tool to achieve goals by using tactics. In addition, Kotler and Armstrong (2012) stated that the marketing strategy is a plan that moves from the company's expectations of the marketing activities and programs that will be carried out. Based on the analysis and research results above, the recommendations for new business models and their descriptions are obtained in Figure 4. The results show that:

- (1) The meeting point for determining consumer experience will be carried out on online channels. It will be essentials to improve core activities in marketing activities to run more consistently according to plan and increase engagement rates on social media ABC Orchid to a minimum of 7.27 percent.
- (2) In core activities elements, ABC Orchid must increase the role of human resources in supporting core business activities so that they will run more optimally. Furthermore, competent resources in marketing and bookkeeping must support the improvements of core activities. So, it is necessary to conduct training for human resources regarding these marketing and bookkeeping processes. Increased competence in human resources will also increase the competitive advantage for ABC Orchid to face business competition.

- (3) The business model owned by ABC Orchid is currently unable to support business operations to achieve sales targets. Based on the analysis, the problem that occurred is in the unplanned marketing and bookkeeping activities are not well systemized. For financial recording and bookkeeping activities, it is necessary to make financial SOPs based on simple accounting for SMEs. With the making of SOPs for recording and bookkeeping, activity aids must also be equipped, including product stock cards that can assist in procuring products to suit the needs. Of course, a sound system is not enough to advance the business. It is necessary to increase sales, so the utilization of channels must be done more optimally. Improvements for marketing activities started with making the online marketing plans integrate with other channels. So that in the future, Lakmsi Mesari Orchid will be able to increase sales and plan better business development.
- (4) With the improvement in business bookkeeping, ABC Orchid can see the actual position of the cost composition incurred by ABC Orchid's business processes. ABC Orchid can also find out whether business operations have been running optimally and profitably because the price offered to consumers must accommodate the cost recovery of the entire cost of goods sold and operating costs of ABC Orchid. More than that, ABC Orchid will see the potential for cost efficiency that can increase operating profit.

Figure 4. New Business Model of ABC Orchid

Key Partnerships 1. Orchid plant supplier from Parung, Cilengsi, and Wis Agro Estate gardens 2. Store Rental Management 3. Wholesale Consumers (hospitality & banks)	Key Activities 1. Product marketing according to the marketing plan 2. Bookkeeping according to a simple accounting system for SMEs 3. Products and materials procurement according to business needs 4. Product packing and delivery Key Resources 1. Physical assets (physical stores with shop and administrative work equipment) 2. Human resources with plantation and administrative competences 3. Working capital	Value Propositions 1. Fulfill demands of orchids and other ornamental plants, tools, and gardening accessories (including gift purpose) 2. Exotic color choices 3. Shopping locations with accessibility and convenience for consumers	Customer Relationships 1. Personal Assistance via physical store and Whatsapp 2. Communities via Instagram 3. Customer Retention Program Channels 1. Physical Store 2. Whatsapp 3. Instagram 4. Marketplace	Customer Segments • Geografis Jabodetabek and big cities in Java and outside Java • Demografis a. Adult Age > 15 years old b. Group buying and reseller • Psikografis a. People with ornamental plants interest b. People who have an interest in art
Cost Structure Fix Cost (depreciation expense, utilities, employee wages, and store rent) Variable Cost (plant and accessories stock, transportation)		Revenue Streams Margin from each product sold: • Orchid Plant • Gardening supplies • Variation of other ornamental plants		

CONCLUSION

The problem of gross sales tends to stagnate in the midst of the booming plant in ABC Orchid business due to factors related to ineffective business activities, namely poor financial bookkeeping system and marketing activities that are not carried out consistently based on market. The development of business model canvas for ABC Orchid resulted in the establishment of financial bookkeeping system and human resources' competency improvement. On the field of sales, ABC Orchid established marketing strategies based on ornamental plant's market. The marketing strategies would be by broaden the market to people who will buy orchids for gifts, integrating Instagram, WhatsApp for Business, and marketplace channels, and providing the information of orchids treatments to build the customer relationships.

The limitations of this study are related to the resources that ABC Orchid has. The financial system has not been fully digitalized and automated, so the potential of humans in causing operational risk exists. Therefore, supervision from business owners is needed. The marketing plan is limited to the creation of strategies. The result of

engagement rates from marketing activities will depends on the implementation of strategies.

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DECLARATION OF CONFLICTING INTERESTS

The authors declare that they have No. conflicts of interest.

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