

THE ROLE OF KEY RESOURCES PLANNING IN THE BUSINESS PLAN CANVAS MODEL IN LITTLE SWEET DONUT BUSINESS IN MEDAN CITY

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Abstract: The purpose of this study is to determine the role of primary resource planning in the business model canvas of the Little Sweet donut company in Medan. This study uses a qualitative method. The number of respondents in this study consisted of three owners of the Little Sweet donut company. The data collection technique used was an interview. with business owners. The results of the study show that the Little Sweet Donuts business in Medan uses a canvas business model in determining the main resources that can maximize production results to the maximum.

Keywords: Key Resources, Canvas Model, Business Plan

Introduction

In the era of globalization and increasingly tight market competition, the success of a business is greatly influenced by the ability to manage the various resources it has. The culinary business is increasingly developing as one of the supporters of the creative economy and is considered very profitable (Ayu, 2021). Especially for small and medium enterprises (SMEs), the utilization of primary resources or primary resources is a very important aspect in creating competitiveness and ensuring business continuity. An effective model for planning and managing various elements in a business is the Business Model Canvas (BMC). This model, introduced by Alexander Osterwalder in 2010, offers a clear framework for designing and analyzing a business by dividing its essential elements into nine building blocks, one of which is primary resources.

Culinary businesses such as Little Sweet Donuts, which has just emerged in Medan City, require careful planning in managing key resources to overcome operational challenges and achieve long-term goals. To improve production efficiency, improve product quality, and expand market share, this business must be able to optimally utilize existing resources, such as human resources, high-quality raw materials, business capital, and technology. Therefore, in order for this business to achieve sustainable success and compete with big players in the culinary industry, it is very important to understand and plan key resources in the context of the Business Model Canvas.

The culinary market in Medan, the largest economic center in North Sumatra, is very active and competitive. In facing increasingly tight competition, especially with many big brands and similar businesses, Little Sweet Donuts must have a clear strategy to plan and manage important resources that support business operations and continuity. These important resources include skilled human resources, quality raw materials, and sufficient financial capital. These resources are very important in determining how effectively and efficiently this business can operate.

Although key resources are considered important, many small and medium enterprises do not understand how to plan and manage these resources optimally. This often causes problems in operational management, product quality improvement, and business

development. Therefore, this study aims to learn more about the role played by key resource planning in the Business Model Canvas of the Little Sweet Donuts business. In addition, this study offers strategic suggestions that can help businesses maximize the resources they currently have. Strategy is a form of mapping business objectives in a company environment as well as guidelines in allocate all its resources (Research & Research, 2018)

This research is also expected to provide scientific contributions to the understanding of the importance of managing key resources for SMEs in the culinary sector, especially in the context of the Business Model Canvas. Through this research, it is expected that Little Sweet Donuts can identify and manage key resources more effectively, so that they can compete in the increasingly complex and rapidly growing culinary market.

Literature Review

The business world has entered a new era with global competition and more choices for running a business, both goods and services. One of them is the small and medium enterprise (MSME) sector. The role of Micro, Small, and Medium Enterprises (MSMEs) plays an important role in Indonesia's economic growth because they reduce poverty due to the workforce that is not absorbed in the labor market. MSMEs are one of the drivers of the country's economy. In the Indonesian economy, MSMEs are always described as a sector that has an important role. Therefore, the presence of MSMEs must be fully supported, especially by the government (Fajar Azmi Kurniawan, 2019) .

MSMEs must survive and thrive in the current difficult situation, even though they are again faced with various challenges. Starting from choosing the right financial strategy to using digital technology for product marketing. Like it or not, the world is changing, businesses are also required to be able to adapt to these changes (K. Hayati & Amelia, 2023).

According to Osterwalder and Pigneur (2010) in Anter et al. , (2022), Business Model Canvas is a business model that describes the basic thinking about how a company creates, delivers, and captures value. In the Business Model Canvas there are 9 blocks consisting of Customer Segments, Value Proposition, Channels, Customer Relationship, Revenue Streams, Key Resources Key Activity, Key Partnership, and Cost Structure (Wardana & Sitania, 2023) . In the study of business models, one of the most important elements is the main resources (key resources). In the Business Model Canvas (BMC) developed by Alexander Osterwalder and Yves Pigneur (2010), key resources refer to the assets needed by a company to provide value to customers and run the company's operations effectively. Resources are essential to support value propositions, maintain customer relationships, and ensure operational desires.

Small businesses like Little Sweet Donuts in the city rely heavily on understanding and optimally managing resources to maintain competitiveness and long-term success. According to Osterwalder and Pigneur (2010), key resources can be physical, intellectual, human, or financial. In the context of a food business like Little Sweet Donuts, these resources vary widely and play a role in every stage of production and distribution. Companies can maintain high-quality products and create new products through proper resource selection and effective management. which can attract the attention of consumers.

Small and medium enterprises (SMEs) face unique challenges in managing critical resources because they do not have many financial resources, technology, or experienced workforce . For an organization or company, Human Resources (HR) is a very important factor. It is impossible for an organization to be formed without human support, both as members and administrators (I. Hayati & Fitria2, 2018) .

In the context of Business Model Canvas (BMC), Key Resources are important elements that include essential assets and capabilities to create, deliver, and sustain value in a business. According to research by (Otola, 2020) , these resources include human capital, organizational capital, and intellectual property that play a crucial role in the business model of high-growth companies.

In the culinary industry, having adequate production facilities, such as a kitchen equipped with modern equipment and hygienic storage, is essential to ensure that the products produced are of high quality. A study by (K. Hayati & Amelia, 2023) found that good facilities increase operational efficiency. A valuable asset that differentiates a business from competitors is intellectual property, which includes unique recipes and trademarks.

It is very important to innovate in business models to create value for customers, according to research conducted (Nuratri & Sofiati, 2024) Skilled and experienced workforce is essential for the success of the food industry. Employee development and training can improve the quality of products and services. stated that the competitiveness of MSMEs can be improved through effective HR management (Eka Rachmawati et al., 2023).

Businesses that have sufficient capital and good financial management can operate smoothly and grow. The pressure that the competitiveness of small and medium enterprises (MSMEs) can be increased by utilizing optimal financial resources (Haris, 2022) . Syafriadi and Suryani (2023) talk about how the implementation of digital systems in the culinary supply chain can improve business performance. Finally, Wardana and Sitania (2023) emphasize the importance of a business development strategy through the Business Model Canvas approach, which includes effective management of distribution channels. Little Sweet Donuts has the ability to increase its competitiveness and maintain its sustainability in the Medan City culinary industry by utilizing these important resources effectively.

A study by Rachman and Wibowo (2018) shows that efficient and optimal resource management is essential to maintain competitiveness in a competitive market. SMEs need to focus on utilizing existing resources creatively and innovatively. (Mirosea et al., 2024) .

Research by Zott and Amit (2007) also underlines the importance of proper management of key resources. They state that companies that can manage resources effectively will be better able to create value for customers, which ultimately supports the achievement of the company's long-term goals. Empirical research by Amit and Zott (2001) shows that innovation in resource management can create opportunities for companies to gain competitive advantage. In their study, companies that manage resources well can create stronger and more sustainable value propositions compared to companies that ignore the importance of key resources.

Method

This study aims to analyze the role of key resources planning in the Business Model Canvas in the Little Sweet Donuts business in Medan City based on the findings of problem identification. This study will be conducted using a qualitative method using participant observation and in-depth interview methods. This study aims to improve our understanding of how key resource planning can help business operations and success.

The canvas business plan model technique is used to create partner business plans. because this method is one of the simplest in establishing a business plan, and MSMEs can use it when creating a business plan (Zulfikar et al., 2019) . The canvas business model is a management strategy consisting of a visual graph consisting of nine elements. In general, the flow flows from one business element to the next important element (Tan & Prasastyo, 2019) .

The following are the data collection techniques used in this study. First, in-depth interviews were conducted with a semi-structured approach to explore the views, understandings, and experiences of stakeholders related to the role of key resources in Model Canvas planning in sample companies. This technique aims to obtain direct and in-depth information from the parties involved. Second, documentation studies were used to analyze business planning documents that had adopted the Model Canvas. This approach is intended to understand how key resources are planned and implemented in business strategies.

In addition, participant observation is an additional technique that allows researchers to be directly involved in internal discussions related to business planning in the company, if possible. Through this observation, researchers can gain direct insight into the planning and decision-making processes related to key resources . By combining interviews, documentation studies, and participant observation, this study is expected to provide a comprehensive understanding of the implementation of the Canvas Model.

Results and Discussion

In this study, Little Sweet Donuts in Medan city faced several challenges in managing partners, especially related to late delivery of raw materials, inconsistent quality of raw materials, and poor distribution coordination. Late delivery affects the production process and product availability, while poor quality of raw materials can lower product standards. To overcome this, it is important for Little Sweet Donuts to build stronger relationships with suppliers and ensure stable quality of raw materials . In addition, the company needs to improve coordination with distribution partners through a more efficient monitoring system. Below is a picture of the little sweet donuts product:



Figure 1
Little Sweet Donuts Making Process



Figure 2
Little Sweet Donuts Product Results

The use of technology in supply chain and distribution management can help improve operational efficiency and reduce these problems. By strengthening partner management, Little Sweet Donuts can ensure smooth operations, improve product quality, and increase customer satisfaction, which will ultimately strengthen competitiveness and business extinction.

Little Sweet Donuts business shows that several key components of the Business Model Canvas are essential to maintaining the sustainability and competitiveness of the company. High-quality production is an important component (Alianto et al., 2023). Little Sweet Donuts business is a culinary brand that creates food in the form of cakes, which will be offered to the wider market. This product is a new innovation that will continue to be improved in terms of taste choices and other aspects. This food will later have a target from children to adults (Kusumahati & Widhar, 2018)

On November 10, 2024, the author examined the implementation of Little Sweet Donuts sales which faced several challenges, especially in the provision of suppliers and distribution. Several times the programs implemented showed the need to improve relations with suppliers so that raw materials were delivered on time and of consistent quality. Distribution problems were also seen, where product stock was often not available at outlets due to inefficient coordination.

Marketing programs through social media and promotions have proven to help increase sales even though they have only been implemented a few times. Stock management policies and training for distribution partners are also important parts that need to be improved to make operations smoother. These steps are expected to increase Little Sweet Donuts' competitiveness in the market.

Conclusion

Key Resources planning in the Business Model Canvas in the Little Sweet Donuts business in Medan City is very important to support the smooth operation of the business. The main resources needed, such as skilled human resources, quality raw materials, and adequate production equipment, are determining factors in producing high-quality donut products. In addition, the right technology to facilitate the production and management process and partnerships with suppliers and distributors are also part of the Key Resources planning that must be considered.

With careful planning, Little Sweet Donuts can optimize the use of existing resources to meet market demand, maintain product quality, and improve operational efficiency. Good Key Resources management will also help this business reduce operational risks and increase competitiveness in the market. Overall, effective Key Resources planning is one of the key factors in the success and desire of Little Sweet Donuts Kota Medan.

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