

EFFECTIVENESS OF DETERMINING BUSINESS PARTNERS IN THE CANVAS MODEL BUSINESS PLAN OF MANGO CHEESE PUDDING MEDAN

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Abstract: This study aims to determine the effectiveness of determining business partners in the mango cheese pudding business. This research approach uses qualitative research. The number of research respondents amounted to 4 people from the Medan mango cheese pudding business owner. Primary data sources in this study are in the form of interview results. The results of the research on the effectiveness of determining business partners show that business partners have a big impact on business ventures. The average increase in operational performance was recorded at 20% compared to the period before arrival. Business partnerships also provide easier and wider access to resources, both in the form of raw materials, technology and knowledge.

Keywords: *business partner, business plan, model canvas.*

Introduction

The food and beverage industry (F&B) in Indonesia, especially in the city of Medan, has experienced very rapid development in recent years. Changes in lifestyle, increasing purchasing power of the community, and high consumer interest in innovative products provide great opportunities for entrepreneurs to develop their businesses. An entrepreneur must have various knowledge, including knowledge of managerial economics, marketing, production, finance and accounting. (Prawironegoro, 2017). Sustainable business requires the right strategy to achieve long-term success. To succeed in a market where MSMEs are increasingly competitive, business actors are encouraged to have innovative and creative strategies so that entrepreneurs can compete with other existing business owners.

One of the companies in the food sector is Mango Cheese Pudding, which was founded by an entrepreneur from Medan. The new Mango Cheese Pudding business will start operating in 2024. This business is experiencing problems in terms of distribution. Mango Cheese Pudding is only sold to customers around Medan. Based on the above problems, the researcher assumes that this business requires the right business model.

A business model is an important strategic tool for designing, developing, and analyzing various aspects of a business. One of the most popular tools is the Business Model Canvas

(BMC), introduced by Alexander Osterwalder in 2010. The BMC offers a visual approach that makes it easy to understand and evaluate various elements of a business, such as value propositions, customer segments, distribution channels, customer relationships, revenue streams, key resources, key activities, cost structures, and key *partners* .

One of the key components in BMC is Key Partners, which focuses on external parties who have a strategic role in supporting business operations, such as suppliers, distributors, or other collaborators. The effectiveness of determining business partners can greatly affect the smooth operation and growth of a business, including in the food and beverage industry such as the pudding business. One of the important elements in designing a successful business is choosing the right business partner. In this context , the Business Model Canvas (BMC) is a widely used tool for designing, analyzing, and developing business models.

Business partners serve to optimize resources and increase business competitiveness. Therefore, selecting effective business partners in each business component greatly affects the company's performance and growth, especially in the highly competitive food and beverage sector. In designing a business, especially for a culinary business such as Mango Cheese Pudding in Medan City, determining the right business partner is one of the key factors for success.

Literature Review

Business Model Canvas

Business Model Canvas (BMC) according to Osterwalder and Pigneur (2019) is a business model consisting of nine building blocks with the same language to describe , visualize, assess and change the business model depicted on a piece of paper. Today, there is no certainty about the concept of a business model. Therefore, the concept of Business Model Canvas is a concept that can be a common language that allows to describe and manipulate business models to create new strategic policy alternatives. Business Model Canvas is described through nine basic building blocks . The nine blocks are customer segments, value propositions, channels, key relationships, revenue streams, key resources, key activities, key partnerships, and cost structures. Business plan Model Canvas (BMC) is often used by business people in planning a new business (*start-up*), but this model is also used by business people who are running their businesses (Zulfikar et al., 2019) .

The purpose of creating a BMC is as a tool for MSMEs in designing planning when the business process is taking place and determining and validating which are important points in business (Pokhrel, 2024) . The advantage of BMC is that it is able to describe the current condition of a company in a simple but comprehensive manner (Sutaat & Purwaningrum, 2024) . The concept of the Business Model Canvas is simple, making it an effective tool for deepening business understanding (Athia et al., 2018) .

Key Partner

Key Partner or Main Partner is a partner who collaborates with the company to operate the business (Romadhoni et al., 2025) . Key Partner is a type of cooperative working arrangement that allows two or more parties to work together on a particular project, create a type of collaboration, and combine collaboration into activities or resources (Haripatworo &

Irmawati, 2020) . A company needs to work together to implement its business model optimally, reduce the risks that may occur in the business, and obtain resources that are beyond its capabilities (Gumulya, 2019) . The existence of cooperation will provide benefits to the partnering parties , improve quality and sustainability, provide social benefits, support the sustainability of the program, develop the institutions of the partnering parties (Pokhrel, 2024) .

Business partners are suppliers in the business process. The main purpose of partnerships, or relationships between buyers and sellers, is to maximize daily activities and resources (Pravitasi, 2013) . Given the importance of business partners, companies must be able to choose partners selectively and maintain good relationships with existing partners because partners are one of the supporting factors in the success of the business process (Ekonomika et al., 2017) . A business needs partnerships for various reasons, including because the economy is not reaching normal conditions and reducing risk (Fitriani, 2019) .

Method

This research uses a qualitative method with a case study approach. A qualitative approach was chosen to gain a deep understanding of the phenomena occurring in the Mango Cheese Pudding business in Medan City, especially in the context of determining business partners in *the business model canvas* . Case studies are used because this research focuses on one unit of analysis, namely the Mango Cheese Pudding business, which allows researchers to comprehensively explore the factors that influence the determination of business partners and their implementation in the business model. The main respondents in this study were the owners of the related businesses.

The data collection technique used by researchers in this study was in-depth interviews with related business managers, as well as direct observation of business operations. The data analysis technique used in this study was a narrative analysis approach to understand the effectiveness of business partner determination. This approach was chosen because of its in-depth focus on the experiences and stories shared by business partners, and how these experiences shape partnership decisions and strategies in business. Data analysis was conducted inductively, by identifying the main themes that emerged from the results of interviews and observations which were then analyzed to obtain conclusions regarding the effectiveness of determining business partners in *the business model canvas* in the Mango Cheese Pudding business.

Results and Discussion

Key partners in the context of business or business models refer to parties or entities that have strategic and important relationships with the company to achieve certain business goals. They are parties who work together with the company to create shared value, reduce risk, or obtain needed resources or expertise. The business model canvas is a business framework needed by a business actor before starting a business, so that the desired vision and mission can be achieved in the future (Novitha et al., 2019) . This business model canvas can help achieve various goals effectively and efficiently (Saebah & Zaenal Asikin, 2022) .

This model has been utilized to address start-up challenges such as uncertainty, management risk, and ongoing market changes (Hanshaw, Natasha; Osterwalder, 2015) . In the

Business Model Canvas (BMC), Key Partners are elements that refer to external parties that support the company in running operations, production, distribution, or other crucial aspects. These partners can include suppliers, which are parties that provide raw materials, products, or components essential to the business, strategic alliances, which are other companies that have similar interests or goals and can support each other in terms of products, markets, or technology, Distribution partners, parties that help companies distribute products or services to customers, Technology partners, namely parties that provide certain technology or technical expertise, and *Outsourcing*, namely a party that manages certain functions for a company, such as customer service, IT, or manufacturing.

Food and beverage companies can have business partners such as raw material suppliers, distribution partners, and *co-creation product developers*. Meanwhile, technology companies such as Apple have key partners such as component suppliers (e.g., Foxconn), third-party application developers and distribution partners such as retailers or mobile operators. In other words, key partners are parties that play an important role in supporting the success and smoothness of business operations.

The business called Mango Cheese Pudding is a combination of the softness of mango *pudding* and the deliciousness of cheese. This business also adds pieces of mango as a *topping* to the products it sells. This product is made using carefully selected quality ingredients. This product can be enjoyed as a dessert after meals or as a snack during leisure time.



Picture 1. Mango Cheese Pudding Product

Based on the results of interviews with business owners, researchers found that the Mango Cheese Pudding business has three types of business partners who help the business improve product quality, distribution, and marketing. The first is the supplier of raw materials. Mango as the main ingredient in this product, it is very important to have a supplier team that can provide quality mangoes. This product uses cheese as the main ingredient in pudding, so it is very important that the cheese is of the best quality, such as cream cheese or local cheese. Likewise, other ingredients such as sugar, agar-agar, milk, and so on.

The second business partner is students. The Mango Cheese Pudding business benefits from the enthusiasm, creativity, and network brought by student partners, which can help accelerate the expansion process and introduce the product to a wider audience. Partnerships with students have a number of positive influences on the development of this business. Students, who tend to be active on social media, are able to assist in business promotion efforts

through digital platforms. Thus, the Mango Cheese Pudding business can reach a wider audience at a more efficient cost.

The third business partner is a digital marketing agency. Collaboration with a digital marketing agency can help promote a business. The internet is very helpful in facilitating marketing and providing information about a product (Afandi et al., 2022) . Mango Cheese Pudding collaborates through social media such as Instagram *and* Whatsapp . This business promotes products by posting products regularly. In addition, the Mango Cheese Pudding business plans to utilize e-commerce platforms such as Shopee or Tokopedia. E-commerce platforms can make it easier for customers to buy products online. These various internet-based facilities can help business owners expand and increase their sales through social media (Suwarni et al., 2019) .

The results of the analysis show that business partnerships contribute significantly to improving operational performance. Business actors who partnered reported increased efficiency in the production process, distribution, and resource management. The average increase in operational performance was recorded at 20% compared to the period before the partnership. Business partnerships also provide easier and wider access to resources, both in the form of raw materials and technology. This has an impact on increasing production capacity and product quality. Respondents noted that access to new technologies through business partners increased product competitiveness in the market.

Overall, the results of this study indicate that a company's efforts in selecting partners can improve elements of the Canvas Model, such as customer relationships, key resources , and more efficient payment methods . Establishing business partners has proven to be effective in increasing the managerial capacity of business actors. Through training and knowledge transfer provided by partners, there is a significant increase in managerial capacity, especially in terms of strategic planning and financial management. Business sustainability has also increased. Partnered entrepreneurs have a higher level of sustainability compared to those who do not partner. Factors that support this sustainability include financial support, wider market access, and ongoing guidance from business partners.

Conclusion

Based on the results of the research conducted, it can be concluded that determining business partners is effective in improving operational performance, access to resources, managerial capacity, and business sustainability. However, it is important to note that there are several obstacles and challenges that must be overcome to ensure a successful and sustainable partnership. Recommendations for further research are to focus on strategies to overcome communication barriers, harmonize goals, and reduce dependence on business partners.

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