

Development Of Processed Catfish Through A Canvas Business Model Approach

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Abstract

Catfish processing in Sidrap Regency, especially in Makkoring Village, requires optimisation for business development. This research aims to analyse the canvas model business and provide business improvements in the Pokdakan Massiddie Fish Cultivation Group. The analytical method employed in the study is a descriptive qualitative approach, while the data analysis technique used is the Business Model Canvas (BMC). The data used includes primary and secondary data. The research results show that the Pokdakan Massiddie Fish Cultivation Group's business model needs to be improved in the elements of customer relationships, channels, revenue streams, key resources, key activities, key partners and cost structure. For customer segments and value proposition elements, there is no need for improvement; they just need to be maintained.

Keywords: Processed Catfish, Business Model Canvas, Business Development

A. Introduction

The vast fishery and marine resources and high demand both domestically and abroad are an opportunity to improve the country's economy through the utilisation of existing fishery resources. Lelei, Indonesia's fishery exports based on total commodities from January to November 2013 reached US\$3.77 billion, an increase of 6.98 per cent compared to the same period in 2012, with lelei US\$3.53 billion. Overall, the volume of Indonesian fishery exports from January to November 2013 reached 1,136,927 tons, an increase of 2.18 per cent compared to the same period in 2012, of 1,112,700 tons. Of the total volume of fishery exports, the commodities that contributed the most were tuna at 174,566 tons, then other fishery products at 174,070 tons, seaweed at 169,230 tons, shrimp at 124,230 tons, and other fish at 465,435 tons. Meanwhile, the commodities that experienced the largest increase in export volume compared to November 2012 were ornamental fish by 208.97 per cent and crabs by 32.28 per cent, indicating that Indonesia has a great opportunity to become one of the main producers and exporters of fishery products.

In the ASEAN region, Indonesia ranks second as a tuna-producing country after Thailand. This is due to differences in the level of exploitation, both in terms of quantity and the technology of fishing gear use. Therefore, Indonesia should utilise the comparative advantage of its fishery products as a competitive advantage to seize opportunities in the global market (Masturoh & Anggita, 2018). Based on the data above, it can be said that Indonesia has significant fishery potential, as stated in Government Regulation of the Republic of Indonesia Number 7 of 2016, Article 1, paragraphs 27 and 28, regulating the formation and development of businesses in both freshwater and saltwater (marine) fish farmers. In terms of fish farming activities, the government has responded to the formation and development of businesses in the fish farming sector.

The district that has potential in the fisheries sector is Sidenreng Rappang Regency, which has a strategic location and geographical conditions that are suitable for cultivating fish. The following is an explanation of the Sidenreng Rappang Regency area that has potential in the

fisheries sector. Then, in the General Investment Plan for Sidenreng Rappang Regency for 2019-2025. Fish farmers can be said to be active MSME actors, and the related agencies have carried out a formation-to-coaching program in fish farming businesses in various areas in Sidenreng Rappang Regency.

Table 1. General Investment Plan for Sidenreng Rappang Regency for 2019-2025

Kecamatan	Perikanan Laut		Perairan Umum		Jumlah Total	
	2022	2023	2022	2023	2022	2023
Panca Lautang	-	-	129	129	129	129
Tellu Limpoe	-	-	84	84	84	84
Baranti	-	-	-	-	-	-
Panca Riang	-	-	-	-	-	-
Kulo	-	-	-	-	-	-
Kulo	-	-	-	-	-	-
Maritenggae	-	-	-	-	-	-
Pitu Riawa	-	-	64	64	64	64
Wattang Sidenreng	-	-	140	140	140	140
Duapitue	-	-	-	-	-	-
Sidenreng Rappang	-	-	417	417	417	417

The Massiddie Hamlet II Makkoring Lasiwala Village Pokdakan Business Group, one of the forums for developing businesses in the freshwater fish farming sector, is an indicator of the release at this location, as evidenced by the number of ponds built as a sign of community interest in fish farming, but the community is still unfamiliar with fish farming issues. As a solution to community interest, a fish farmer group was formed as a means of learning and processing fish production. Since the establishment of the Massiddie Hamlet II Makkoring Lasiwala Village fisheries group from 2019-2022, it has had 67 members consisting of 56 men and 11 women, and data on the results of catfish sales that were successfully sold in 2019-2022 was 13,300 tons.

B. Methodology

Research Design

Qualitative research design basically includes determining the selection of subjects from which information or data will be obtained, the techniques used in data collection, the procedures taken for data collection, and the treatments carried out. Qualitative research design also emphasises the existence of variables as research objects, and these variables must be defined in the form of operational definitions of each variable and understanding from the outside (outward).

Population and Sample

The population in this study recruited the first subject, then the subject provided references or sources regarding subjects who had similarities or similarities until the required sample was met. The sample in this study was special, where this type of sampling method was used specifically for data that had community characteristics from the sample/respondent, or in other words, the desired sample objects were very rare and grouped in a set (Lenaini, 2021). Therefore, this study uses the snowball sampling technique in determining research respondents. Snowball sampling is a sampling technique that is used in a chain, with information or participation from sample members helping to identify the next sample member (Lenaini, 2021). The sample in this study was grouped according to its strata, namely the head of the Massiddie Fish Farming Pokdakan (Processing Unit)..

Technique of Data Collection

This research is descriptive qualitative, where descriptive research displays information that is described in the form of variables, without questioning the relationship between variables (Faisal, 2003). Likewise, in this study, all information obtained from the questionnaire data is presented or described in words clearly and in detail in the form of variables, without looking at the relationship between variables, and no hypothesis testing is carried out.

Technique of Data Analysis

Conduct data analysis and interpretation to know and describe the symptoms that arise or occur in the research object. (Sugiyono 2013). The data analysis technique in this study is the

Business Model Canvas to explore the business development strategy carried out by Pokdakan Massiddie in processing fish into a product in Sidenreng Rappang Regency.

C. Findings and Discussion

Massiddie Fish Farming Group Business Model

The Massiddie Fish Farming Group business model is as follows:

a. Customer Segments

Customers of the Massiddie Fish Farming Group are people from all walks of life, from children to the elderly. In addition, processed catfish products produced by the Massiddie Fish Farming Group are also in demand by local tourists who visit tourist attractions around Sidrap Regency. So that consumers of the Massiddie Fish Farming Group products can also be from outside the city who are visiting Sidrap. Consumers are active parties in the marketing system of a business or business. Consumers of this catfish farming business are regional markets, collectors, restaurants/eateries and housewives and finally for sale and consumption. To make purchases or sales transactions, consumers can come directly to the cultivation location.

In carrying out marketing/sales of catfish, it will start and begin with word of mouth. The hope in the process of catfish farming, apart from expanding to other areas, can be expanded and exported abroad. Free from Mud Odour: We ensure that the catfish we cultivate are free from the mud odour that is often associated with fish that live in unclean environments. Our catfish live in waters that are kept clean, so there is no unwanted odour in the fish meat. Optimal Health: Catfish health is a top priority. We pay special attention to fish health by providing value-proportion feed. The Massiddie Fish Farming Group offers quality and tasty products because the raw materials for Catfish are obtained directly from their ponds or fishermen in Makkoring village. In addition, one of the mainstay products is Catfish floss with good quality and a delicious and tasty taste. Currently, the Massiddie Fish Farming Group can produce a variety of products such as Catfish floss, Catfish seeds, raw/live Catfish and Dried Catfish, which will add to the company's value proportion. The price offered is also affordable, so it is still accepted by customers, and the packaging is attractive.

b. Customer Relationships

Customer relationships by building relationships with customers built by the Massiddie Fish Farming Group are a family system good communication by providing good service to customers, being polite and friendly, ease of ordering, providing discounts, and paying attention to product quality when purchasing online by packing safely so that the product reaches the buyer in good condition.

Promo: there will be a promo every national holiday and when a special event is held. Discounts, we will provide discounts on special consumer days, one of which is a birthday, first purchase and registering as a member. Reward points, reward points will be given to loyal customers and members by providing the best reviews on the internet media, sharing on social media and to various internet users, for every purchase of fish online or offline. If the reward points are collected that we have determined, you will get a member discount. Community, a group of people who have similar interests and businesses in the fisheries industry. By utilising the community to exchange information, knowledge, experience and help each other in solving problems in order to improve the quality of their business, such as the fish lover and angler community.

c. Channels

So far, the Massiddie Fish Farming Group has been selling through social media, although social media has not been managed well by its owner. They have also sold through Facebook, like Sidrap Trading. While offline marketing is implemented by consumers coming directly and having partners in souvenir shops and supermarkets around Sidrap who have received their products. The Fish Farming Group also often participates in bazaars or exhibitions held by local governments or the private sector to introduce their products to the public. This catfish farming business also uses digital marketing as a marketing concept. Digital marketing is a way to promote certain products through social media. Using digital marketing will make it easier to reach consumers and potential consumers quickly and accurately.

In running this catfish farming business, we will be active on social media to facilitate product marketing and seek consumer engagement. The social media used are Instagram, Facebook, Website and also WhatsApp. Instagram is used to increase brand awareness of catfish products, and WhatsApp is used for customer service. Facebook and websites are used in running promotions. Word of mouth promotion, for the beginning of this business, is to expand communication and interaction with the surrounding area, such as with residents, families and the general public. Internet social media (WhatsApp, Instagram, Facebook, Website), now everyone is using technology to communicate. Therefore, the use of digitalisation in marketing products has an impact on the purchase of a product. Which is none other than to reach a wider market. Print media (Banners, Banners, Brochures), the next channel we will distribute print media to drivers, shops, companies, etc.

d. Revenue Streams

The types of revenue streams owned by the Massiddie Fish Farming Group are transaction revenues and recurring revenues. Transaction revenues are income obtained from a single transaction. While recurring revenues are income obtained by the company from ongoing payments. But most income is transaction revenues with direct sales. The Massiddie Fish Farming Group also receives income from products that they consign to souvenir shops or supermarkets. They also sell online, although not many.

e. Key Resources

Key resources are assets needed for physical production in the form of raw materials, production sites, production tools and packaging. Raw materials are obtained directly from the pond itself, farmers or anglers who are around Makkoring Village or surrounding villages, with unquestionable quality and still maintain their deliciousness. The equipment needed for production is a blender, stove, pot, frying pan, spatula, ladle, frying pan and others that are easy to use with simple technology. The workforce used is only 2 people, and will increase if there is a lot of demand. The products made by the Massiddie Fish Farming Group have been well packaged. The capital used is personal, and financial management still uses manual methods in the ledger. Human Resources, we will differentiate each field with its respective capabilities, such as human resources knowledge of pond management, feeding, fish health monitoring, and good farming practices. Infrastructure, Infrastructure that includes cultivation ponds, tanks, water channels, aeration systems, and filtration systems is an important resource in catfish farming. Good infrastructure helps in pond management and provides an optimal environment for catfish. Digital marketing, we provide various kinds of online and offline payments. With the website and social media platforms, we can interact with followers and become engaged with all internet users, especially in the fisheries industry.

f. Key Activities

The main activities carried out by the Massiddie Fish Farming Group are the production and sales processes. With the various products produced by the Massiddie Fish Farming Group, of course, it will affect the production process because several types have different processes. The various types of processed catfish products in the Massiddie Fish Farming Group are raw/live catfish, catfish floss, catfish seeds, and dried catfish. Catfish processing production is carried out every Monday to Sunday and is closed every Friday, but if there is an order, the schedule will change according to the order. Fish breeding and cultivation. This activity involves selecting good catfish seeds and raising them. The main purpose of raising catfish seeds is to ensure the quality and quantity of fish for further cultivation. After getting quality catfish seeds, the next step is raising catfish in ponds or ponds. This activity includes managing water quality, providing proper feeding, controlling diseases, and managing the pond environment. Pond cleaning maintenance, caring for catfish ponds, includes cleaning the pond of weeds, mud, or other organic materials. And ensuring that the pond has good water circulation and environmental conditions that are suitable for catfish growth. Selection of feed. In feeding, catfish are given a composition of natural food and also additional food. This catfish food can consist of bran, coconut dregs, pellets and also kitchen leftovers.

Online and offline marketing, one of the important activities in the catfish sector, is product marketing. Marketing can be done through direct sales to consumers, cooperation with local fish traders, or through fish markets, supermarkets, restaurants, or fish exporters. Research and development, to increase productivity and efficiency in catfish cultivation, research and development activities are continuously carried out. This includes research on innovative cultivation techniques, optimal feed selection, environmental management, and disease control.

g. Key Partner

The Massiddie Fish Farming Group builds subscription partners to reduce risk in order to always get raw materials of guaranteed quality and optimise its business model so that production activities run effectively and efficiently. The Massiddie Fish Farming Group also partners with catfish farmers around Sidrap to get quality catfish. In addition, the Massiddie Fish Farming Group also partners with supermarket souvenir shops and mini markets in Sidrap. They entrust their goods to these shops. Harmonious relationships are also built with regional agencies so that they always get information for the development of their business. Catfish suppliers cooperate and supply fish seeds to fish seed shops and fisheries services. Catfish feed suppliers generally catfish feed use pellets; therefore, we cooperate with shops around us to supply catfish feed, especially pellets. Government and regulatory institutions. The government and related regulatory institutions (such as the Ministry of Marine Affairs and Fisheries) are important partners in the catfish industry. They provide the guidelines, regulations, and permits needed to run catfish farming operations properly. Suppliers of additional feed, namely fermented feed consisting of Bakatul, cassava, and probiotics (to maintain oxygen levels in the pond, with the aim that the pH in the pond is never more than 7, which will always be monitored with a pond pH meter).

Fish feed suppliers usually provide commercial feed that contains the nutrients needed for the growth and health of catfish. We provide commercial feed specifically for catfish or natural feed such as pellets, insects, worms, and aquatic plants. Fish distributors, distributors connect catfish farmers with customers who need catfish and who assist in the distribution of catfish to the market. Culinary entrepreneurs (restaurants, catering, restaurants) are a market that needs catfish as a consumer product. Conducting market research and understanding consumer needs are important steps in building a successful partnership. Media/channels, become our partners for online marketing. Cost Structure. The costs incurred by the Massiddie Fish Farming Group are: Fixed costs for maintenance of production equipment, Variable costs: raw materials (catfish), auxiliary materials (sugar, citric acid, dyes, butter, salt, packaging), labour, electricity and water. And Promotion costs.

Business Model Canvas Proposal for the Massiddie Pokdakan Fish Farming Group

After knowing the business model of the Massiddie Fish Farming Group, the next step is to improve the new business model:

a. Customer Segment

The customer segmentation of the Massiddie Fish Farming Group is quite broad, so that no improvements are needed in this element. The Massiddie Fish Farming Group only needs to focus on the existence of existing customers and add to it by targeting the youth or millennial market share as the next customer target. With diverse products and good packaging as capital to target the millennial generation. According to Tahwin and Widodo (2020), determining customer segmentation is the most important thing in a business model. Catfish processing targets women, especially housewives who have toddlers. Pangkajenen, which is famous for its very high population density, also creates an opportunity for catfish processing to expand its market segment. With the addition of new housewives every year, it creates a very potential opportunity. Catfish processing can also expand its market along with the open opportunities.

Catfish dishes with their mainstay menu of catfish floss have great potential to become a place for mothers to fulfil complementary foods for their babies who are curious to try catfish floss in Catfish Floss. In order to reach a wider market, Catfish Floss management should be able to open branches in strategic areas that can reach all targeted market segments or carry out more intensive promotions, such as collaborating with Catering. Restaurants are one segment that needs catfish dishes or pouch porridge because the elderly aged 60 years and over who are sick need soft food to replace fluids lost during illness and have iron that supports metabolism. Day

Care (Child Care) or child care centres on the day. Daycare is one of the target segments of catfish floss because childcare providers need catfish or pouch dishes to meet the needs of children. Customer segment or customer segmentation describes a group of people or an organisation that the company wants to reach or serve (Osterwalder & Pigneur, 2012).

b. Value proposition

A value proposition creates value for each consumer through a different combination of elements that can meet the needs of each segment. The value given can be quantitative (eg price, speed of service) or qualitative (eg design, customer experience, feelings). Value proposition is a reason that can convince target consumers why they should buy the product (Aji et al., 2017). The value proposition scale in the Massiddie Fish Farming Group is the use of modern equipment to support the creation of good product quality. The Massiddie Fish Farming Group can also increase the size of product packaging according to consumer tastes, including the opportunity to sell with a mixed package or also provide hampers of processed catfish souvenirs with beautiful packaging. A value proposition can solve customer problems or satisfy customer needs. Each value proposition consists of a combination of certain products or services that serve the needs of a specific customer segment, for which the company can offer to customers (Indah & Wilopo, 2017). With the current Value Proposition, Catfish Processing has been able to attract consumer interest and get loyal consumers to its products. Catfish Processing can add innovation to its products to increase sales of processed catfish products. Due to the fairly tight competition, Catfish Processing is required to always follow the development of market tastes in order to be able to compete and maintain its existence. The innovation can be in the form of adding products to be sold, with different processed variants, so that it does not get boring and from processed catfish. Catfish's proposition as a new way to meet customer needs or a company's services is different from other competitors.

c. Customer relationship

Customer relationship is a core strategy in business that integrates internal processes and functions with all external networks to create and realise value for target consumers profitably. Recognising customers as the core of the business and that the success of the company depends on customer relationships that are managed effectively (Zahro & Prabawani, 2018).

The Massiddie Fish Farming Group's efforts to maintain its relationship with customers are quite good, but can be improved by providing product warranties and criticism and suggestion services. This can be an effort to increase customer trust and loyalty, because with a product warranty, they will not worry about getting a bad product. In addition, criticism and suggestion services can be a means of conveying customer needs or desires. If customer needs and desires are met, customers will be loyal because they feel cared for. The use of social media is also needed to maintain good relationships with customers, making it easier for customers to make orders, and it functions as a medium for product information and as a medium for customers to convey suggestions or criticisms related to products or services provided by the Massiddie Fish Farming Group. Catfish processing has not been able to reach a wider marketing area. This may be due to the location of Catfish processing, which is quite far from the city centre, so that consumers who are far from the shop location are reluctant to come or lack information about Catfish processing. In maintaining good relationships with customers, catfish processing provides the best possible service and provides compensation for complaints so that consumers feel comfortable with the service provided by catfish processing. With the compensation for complaints provided by catfish processing, the aim is that consumers do not leave a bad impression of the service at the catfish processing. Catfish processing can add other instruments in maintaining good relationships with customers, such as conducting promotions on certain days, for example, on the catfish processing's birthday, Friday blessings, and bazaars. So consumers get discounts, giveaways, or promotions if they buy certain products. The existence of discounts for orders via online applications is therefore one of the opportunities that is liked by all groups. Customer Relationships or customer relations are core businesses that integrate internal processes and functions as well as external networks to create and deliver catfish to these customers (Adnin et al., 2013).

d. Channels

Increase market reach through owned channels, such as using social media and always following trends on social media. Channels through partners by consigning products with shops/supermarkets, and always participating in exhibitions held by the government or other parties (Wisnu, 2014). In order to reach a wider market, management should be able to open branches in strategic areas that can reach all market segments targeted by catfish processing or carry out more intensive promotions. Consumers of catfish processing are dominated by active social media users. To market its products, catfish processing relies heavily on digital marketing, which is the main tool for catfish processing in marketing its products. Currently, catfish processing uses online ordering applications such as Gofood and Shopeefood because when buying there are discounts, so that customers are interested, and for busy people, the application is easier online. Culinary festivals are one way to promote catfish processing at bazaar stands or exhibition stands.

Social media via TikTok, Tokopedia and Facebook are one way to promote catfish processing. Catfish processing can start building its website to expand market coverage. The website can contain various information about catfish products, interesting promotions, new products, and so on, which can be packaged with an attractive and informative appearance. Channels are a company's media to build and establish relationships to achieve customer segmentation in providing value propositions. According to Suparyanto & Rosad (2015), distribution channels are all organisations that are interrelated in delivering products from producers to end consumers.

e. Revenue stream:

Revenue streams are blocks that describe the cash generated by the company from customer segments. This revenue stream includes various ways in which the company earns revenue, such as through product sales, subscription services, licensing fees, or transaction fees. Each type of revenue stream provides an overview of the company's main sources of revenue that need to be managed properly to support business growth and sustainability (Tahwin & Widodo, 2020).

The revenue stream obtained by the Massiddie Fish Farming Group comes from the sale of processed catfish products. Although until now the fish farming group has made 3 processed catfish products, to increase revenue, the Massiddie Fish Farming Group can diversify other products made from catfish. If necessary, the Massiddie Fish Farming Group can increase revenue by increasing the number of sales by adding new product variants that are in demand by consumers and continuing to innovate products to increase the number of sales. Currently, the revenue stream of catfish processing is highly dependent on the sale of its products, such as the sale of healthy food and drinks (4 healthy 5 perfect). Catfish processing can add to its revenue stream through collaboration with other parties and opening a franchise. With such collaboration, the catfish processing group of the Massiddie fish processing business can obtain its income from businesses that sell their products at the catfish processing, of course, with a profit sharing according to the agreement that has been mutually agreed upon between the two parties. Revenue Streams describe the income generated by the company from various customer segments, through methods such as sales, subscriptions, rentals, or transaction fees. Each type of revenue stream reflects the value provided to customers and how the company converts it into profit (Wardana & Sitania, 2023).

f. Key resources:

Key Resources are blocks that describe the important assets needed for a business model to function. These resources include everything a company needs to create, develop, and deliver value to customers, such as physical, intellectual, human, and financial resources. Efficient management of key resources is essential to support business operations and achieve the company's long-term goals (Tahwin & Widodo, 2020). The resources owned by the Massiddie Fish Farming Group still come from the family, and financial records are still carried out manually. Therefore, it is necessary to increase resources so that the financial system can run well. This is necessary to ensure that business finances remain healthy because finances are very vital for a business. The Massiddie Fish Farming Group can maintain the resources it currently has, but if necessary, it can increase the number and update resources, for example, recruiting and improving employee skills, especially to serve product customisation. It is necessary to add types and equipment to anticipate increased demand for products (Wijayanti, 2017). Catfish

processing, especially catfish floss, has its kitchen, cook, and cooking utensils (kitchen utensils). The strategic location of the sales location is close to housing. Procurement of modern and practical cooking utensils, one of which is a grinding machine, is a solution to lighten and shorten the time in the work process. In order to minimise errors made by employees related to good service and to improve the quality of existing resources, training is needed for employees on how to serve consumers well in order to get satisfaction from consumers.

g. Key activities:

Key Activities describe the main steps that a company must take to run its business model. This includes activities that create value for customers, such as production, marketing, customer relationship management, and distribution. Key activities support smooth operations and the achievement of company goals (Tahwin & Widodo, 2020). So far, the Massiddie Fish Farming Group has only stocked raw materials, production, and product marketing. Product promotion activities are needed through social media to increase sales. Promotional activities include creating and publishing content regularly. Key activities in catfish processing lie in the production process and direct service to customers, as well as marketing activities by creating recipes for ready-to-eat shredded meat and ready-to-eat catfish, selecting and purchasing catfish raw materials from suppliers for resale, making catfish processing very hygienically, store displays and promotions through social media, product displays are carried out on the catfish processing website, friendly, fast and satisfying service so that products can be sold well online and offline, so that they are right in responding to every situation in marketing. To create a value proposition, key activities of online businesses include consistently updating stock, creating interesting content, online marketing, improving management quality, and distribution. These activities ensure product availability, attract customer attention, expand market reach, and ensure operational efficiency. All of these elements contribute to the creation of relevant value and increase customer satisfaction (Hutamy et al., 2021).

h. Key partners:

Key partners are collaborations with external parties outside the company's resources to support the business. This partnership can involve suppliers, distribution partners, or strategic alliances that help the company access resources and markets that it does not yet have (Basya et al., 2020). Currently, the Massiddie Fish Farming Group only collaborates with catfish farmers around Pituriawa and souvenir shops and mini markets around Sidrap. To expand product marketing, the Massiddie Fish Farming Group can collaborate with shops outside the Sidrap area. In addition, to support online marketing, the Massiddie Fish Farming Group also needs to collaborate with shipping services. Cooperation with the relevant parties can increase company profits. Fish farming groups can also collaborate with financial institutions related to business capital assistance for business development. The main partners of catfish processing are currently suppliers of raw materials needed for the manufacture of catfish processing, who can consider collaborating with competitors or collaborating with other businesses. Embracing and collaborating with competitors is one strategy that can be considered. The reason is that, in addition to having the potential to embrace market segments owned by competitors, this can also increase connections and good relationships between fellow business actors.

This collaboration can be with Partnerships, display equipment stores, shipping services, e-commerce companies, culinary traders, meatballs, vegetables and quality spices, and influencers can increase the credibility or trust of customers in catfish processed brands to reach target customers effectively. Cooperation in entrepreneurship also helps complete business activities according to targets because work is completed faster, work becomes lighter, and it can increase solidarity among entrepreneurs. According to Rinawati & Sadewo (2019), partnerships will build mutual need, strengthen, and benefit each other.

i. Cost structure:

The Cost Structure describes all costs incurred to operate a business model. The cost structure usually describes what costs are incurred by the company in carrying out its business activities (Fuad, 2023). The development of several business models requires additional costs. The purpose of the additional costs is so that catfish processing can maintain its existence and be

able to develop its business amidst increasing competition. In its development, catfish processing can add to the cost structure that has been compiled above, namely website maintenance costs, employee training costs, employee salary costs, production costs, and maintenance costs for owned assets. Catfish processing can also prepare the procurement of new and quality raw materials, and can carry out a Financial Manager that is automatically created and controlled post cost (cost charging), namely costs that are expenses incurred to produce goods or services to gain profit or gain benefits that have economic value in the future, so that they can periodically evaluate their company by looking at the current financial condition. Costs will arise when the company creates and delivers value, maintains Customer Relationships and others. These costs can be identified after defining Key Resources, Key Activities and Key Partnerships (Suwarni & Handayani, 2020).

D. Conclusion

The customer segment of the Massiddie Fish Farming Group consists of people of various ages, tourists visiting tourist attractions in Sidrap Regency. Value proportions include: quality products with delicious and savoury flavours (catfish floss), attractive packaging, affordable prices, and having more than 3 types of products. Customer Relationship or customer relationships by building good communication, ease of ordering, discounts when buying in large quantities, and safe packaging for online purchases. Channels are carried out through online promotions and sales via social, direct sales, collaborating with supermarkets, and participating in bazaars/events. The main income (Revenue Stream) of the Massiddie Fish Farming Group is from direct sales and sales through souvenir shops, minimarkets or supermarkets in Sidrap. Key Resources include: production facilities, production equipment, quality catfish raw materials, and attractive packaging. Key Activities include the production process with various types of processing and direct sales. While the Key Partnerships of the Massiddie Fish Farming Group are Catfish Farmers, Local Government, Financial Institutions, Supermarkets/minimarkets, and Souvenir Shops.

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