Analysis Of Determinants Of E-Commerce Adoption In Msmes: Business Model Canvas Approach

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Article Info	ABSTRACT
Keywords: E-Commerce, UMKM, Business Model Canvas, Technology Adoption, Cit Kana Rasa	This study explores the factors that influence the adoption of E-Commerce by MSMEs using the Business Model Canvas (BMC) approach as a framework. With a case study on Cit Kana Rasa, an MSME producing Acehnese shrimp paste, this study aims to identify opportunities, challenges, and strategies that can be implemented to increase competitiveness through business digitalization. The methods used include surveys and in-depth interviews, as well as analysis of BMC elements. The results of the study indicate that e-commerce adoption can expand the market, improve operational efficiency, and strengthen customer relationships.
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INTRODUCTION

The development of information technology has significantly changed the business landscape, especially for Micro, Small, and Medium Enterprises (MSMEs). Langsa City, as a local economic center inhabited by various MSMEs, has also witnessed this transformation. Although MSMEs in Langsa City have great potential to grow and develop, the adoption of e-commerce is still a challenge that needs to be overcome. MSMEs in Langsa City tend to operate conventional business models, which often hinder them from achieving maximum growth. The adoption of e-commerce appears as a promising solution, but limited understanding of its benefits and potential is a major obstacle. Therefore, a structured and comprehensive approach is needed to detail the necessary business model changes. The Business Model Canvas approach, a holistic framework, has emerged as an effective tool for analyzing and designing e-commerce business models for MSMEs in Langsa City. Through an in-depth understanding of elements such as customer segments, value propositions, distribution channels, customer relationships, revenue sources, key resources, key activities, business partners, costs, and performance measurements, it is hoped that MSMEs can better understand and overcome the challenges of e-commerce adoption.

Figure 1. Business Model Canvas

Table 1. State of the art research

No	Research Topics	Recommendations/ research results	Reference
1	Factors of E-Commerce Adoption in MSMEs	The study identified that internal and external factors play a key role in the decision to adopt e-commerce by MSMEs.	(Putranto and Rani, 2022) (Sibarani, Bulan and Suyar, 2023) (Suartini *et al.*, 2023) (Fitraharizki and Rahayu, 2023) (Dewi and Nasution, 2023) (Pratama, Sunarya and Saori, 2022) (Praditya, 2022)
2	Strategy and Impact of E-Commerce Adoption in MSMEs	Regulatory support and availability of organizational resources proved crucial.	(Pebrina *et al.*, 2021) (Isalman *et al.*, 2022) (Siagian, 2021) (Febriantoro, 2018) (Piarna, 2019)
3	Challenges and Opportunities of E-Commerce Adoption by MSMEs	Business development strategies through e-commerce are related to revenue diversification and	(Putra *et al.*, 2023) (Darmastuti *et al.*, 2023) (Kondoj *et al.*, 2023) (Hanum and Sinarasri, 2018) (Nurlinda, 2019)

		collaboration with business partners.	(Nurjati, 2021) (Supardi and Ie, 2019) (Yadnya and Santika, 2017)
4	Recent Research: Analysis of Determinants of E-Commerce Adoption in MSMEs with Business Model Canvas Approach	E-commerce adoption has a positive impact on sales and operational efficiency of MSMEs	(Syam and Hamid, 2023) (Singgalen, Sediyono and Sembiring, 2021) (Saskara and Rizal, 2023) (Nurlinda *et al.*, 2023) (Yustitia and Deni Saputra, 2022) (Saputra and Yustitia, 2022)

Research Objectives

This research aims to: Analyze the application of BMC in designing e-commerce business models for MSMEs. Identify opportunities and challenges in the adoption of e-commerce by MSMEs. Develop strategic recommendations for MSMEs in utilizing e-commerce as part of a long-term business strategy.

METHODS

Research Methodology:

1. Conceptual Framework Formulation: Building a conceptual framework by incorporating relevant Business Model Canvas (BMC) elements.
2. Quantitative Research Design: Choosing a quantitative approach with a survey method. MSME samples were selected based on characteristics that reflect variations in BMC; Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure, Key Metrics
3. Measurement Instrument Development: Creating a questionnaire that includes questions related to BMC elements. The measurement instrument is designed to understand how each BMC element influences e-commerce adoption.
4. Data Collection: Conducting a field survey with a focus on assessing BMC elements. Respondents were asked to provide detailed views on how their BMC contributed to e-commerce adoption decisions.
5. Interpretation Using BMC: Interpreting the results of the analysis in the context of BMC. Analyzing how BMC elements contribute to or limit e-commerce adoption in MSMEs.
6. Control Variables and Evaluation of Business Change Impact: Controlling confounding variables and evaluating the impact of business changes on BMC elements. Assessing the extent to which changes in BMC can enhance or inhibit e-commerce adoption.
7. Presentation of Results and Conclusions: Presenting the research results in a structured and objective manner with a focus on the findings in the context of BMC. The conclusion highlights practical implications and strategic suggestions based on the BMC analysis.

By integrating Business Model Canvas into the research methodology, the research will provide deeper insights into the factors of e-commerce adoption in MSMEs.

Research location:

1. LP3I PSDKU Polytechnic, Langsa campus: Jl. General Ahmad Yani, Paya Bujok Seuleumak, Kec. Langsa Baro, Langsa City, Aceh
2. MSMEs Determined as Research Samples: Cit Kana Rasa, Iskandar Tsani Street, Sepakat Hamlet, Blang Selimum, Langsa City District

The choice of only 1 location was chosen to represent the most prepared MSMEs in research on the adoption of E-Commerce with the Business Model Canvas Approach in the Langsa City area.

RESULTS AND DISCUSSION

Brief Profile of Cit Kana Rasa UMKM

Cit Kana Rasa is a Micro, Small and Medium Enterprise (UMKM) located in Langsa City, Aceh, and was founded in 2017 by Nova Maulia. This business is engaged in the production of Acehnese shrimp paste which offers various product innovations, such as belacan, roasted shrimp paste, shrimp paste chili sauce, salted squid chili sauce, and siwang. This product is unique in the combination of local ingredients, such as sabe shrimp and temurui leaves, which provide a distinctive taste and are different from other shrimp paste.

a. Production Capacity: In a month, Cit Kana Rasa is able to produce up to 1,000 pcs of products with a selling price ranging from IDR 20,000 to IDR 50,000 per unit.
b. Marketing: Products are marketed offline through local stores and online via WhatsApp. Although it does not yet have a website and active social media, this product has been distributed outside the region such as Bogor and Tangerang, with the potential for international expansion to Jeddah and America through sample delivery.
c. Legality: Cit Kana Rasa has a NIB (Business Identification Number) and a Household Production Permit (PRT), which strengthens the legitimacy of their business.
d. Uniqueness and Challenges: Cit Kana Rasa utilizes seasonal raw materials which are the main challenge in maintaining production continuity. However, innovation in packaging and product variations provide added value and appeal to consumers.
e. Development Vision: Cit Kana Rasa aims to expand the market, both nationally and internationally, by utilizing e-commerce and strengthening branding as a premium Acehnese product.

This MSME is a concrete example in this study, with great potential to adopt e-commerce to increase competitiveness and business sustainability.

Table 2. Business Model Canvas Analysis for Cit Kana Rasa

BMC Elements	Description
Customer Segments	Local customers in Aceh, national market in Bogor and Tangerang.
Value Propositions	Acehnese shrimp paste with product innovations such as belacan, roasted shrimp paste, without artificial coloring.
Channels	Offline sales and via WhatsApp, no website or Instagram yet.
Customer Relationships	Direct interaction via WhatsApp, without loyalty programs or active social media.

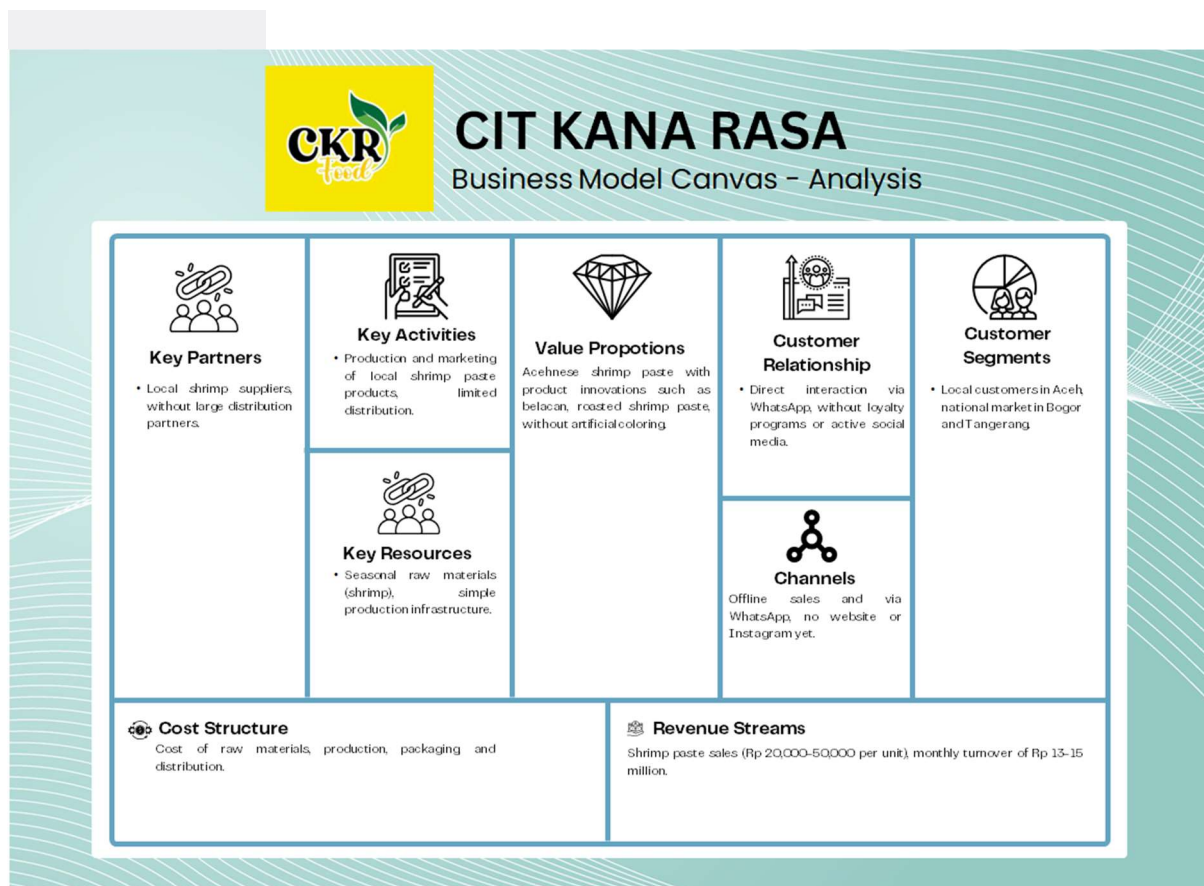| BMC Elements	Description
Revenue Streams	Shrimp paste sales (Rp 20,000-50,000 per unit), monthly turnover of Rp 13-15 million.
Key Resources	Seasonal raw materials (shrimp), simple production infrastructure.
Key Activities	Production and marketing of local shrimp paste products, limited distribution.
Key Partnerships	Local shrimp suppliers, without large distribution partners.
Cost Structure	Cost of raw materials, production, packaging, and distribution.

Figure 2. Analysis Business Model Canvas Micro, Small and Medium Enterprise

Business Model Canvas (BMC) Analysis of Cit Kana Rasa MSMEs:

1. Customer Segments
   In the previous BMC, Cit Kana Rasa targeted the local market in Aceh and several national regions such as Bogor and Tangerang. The recommendation is to expand the target market to international markets, such as Jeddah and America, by sending samples. This can expand the customer segment to the diaspora community and increase visibility in the global market.
2. Value Propositions

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Cit Kana Rasa products have the advantage of being processed shrimp paste typical of Aceh without artificial coloring, which offers healthy and quality local products. In the recommendation, further innovation by introducing new variants and strengthening branding as an authentic Aceh product can increase its appeal in the global market.

3. Channels

In the initial conditions, Cit Kana Rasa only used offline sales and WhatsApp. With development through websites and social media such as Instagram, as well as penetration in large marketplaces (Tokopedia, Shopee), distribution channels can be expanded. The use of digital platforms will strengthen market reach and increase ease of access for customers.

4. Customer Relationships

Before the recommendation, relationships with customers were limited to WhatsApp. The suggested recommendations are to expand customer relationships through loyalty programs, increase interactions on social media, and receive customer feedback online to increase customer engagement and trust.

5. Revenue Streams

Currently, Cit Kana Rasa earns revenue from the sale of shrimp paste products with a turnover of IDR 13-15 million per month. The recommendation is to increase revenue by entering the international market and introducing new products to expand choices and reach new markets.

6. Key Resources

The main raw material (shrimp) which is seasonal is a challenge. In the recommendation, Cit Kana Rasa needs to invest in a better supply chain, improve raw material storage, and increase production capacity to meet greater demand, especially if expansion into the international market is successful.

7. Key Activities

Currently, the main activities revolve around shrimp paste production and simple marketing. In the recommendation, focusing on a more aggressive and efficient digital marketing strategy and optimizing mass production can help Cit Kana Rasa compete in a wider market, including internationally.

8. Key Partnerships

Previously, Cit Kana Rasa had limited partnerships with local raw material suppliers. Recommendations involve collaboration with major e-commerce platforms, logistics companies, and international distributors to expand market reach and overcome challenges in shipping products overseas.

9. Cost Structure

Main costs include raw materials, production, and distribution. In the recommendations, additional investment for e-commerce development, better packaging for export, and international distribution costs need to be taken into account to support greater growth.

With the recommended developments, Cit Kana Rasa has a great opportunity to expand its market, increase revenue, and strengthen its presence both digitally and globally.

Investment in infrastructure, technology, and collaboration will be key to addressing raw material challenges and achieving more sustainable growth.

Table 3. Business Model Canvas recommendation for Cit Kana Rasa

BMC Elements	Development Recommendations
Customer Segments	International market expansion (Jeddah, America) by targeting diaspora communities and online buyers.
Value Propositions	Product innovation by introducing new variants, strengthening the branding of typical Acehnese products globally.
Channels	Website development, social media (Instagram), and entering large marketplaces such as Tokopedia and Shopee.
Customer Relationships	Engagement through social media, loyalty programs, and customer feedback mechanisms.
Revenue Streams	Increased revenue from product exports and diversification of product variants.
Key Resources	Investment in the raw material supply chain, increasing production capacity, and using premium packaging for export standards.
Key Activities	Improved digital marketing strategies, optimizing mass production, and collaborating with export distributors.
Key Partnerships	Partnerships with e-commerce platforms and international logistics companies to expand distribution.
Cost Structure	Additional costs for technology (e-commerce), international packaging development, and export costs.

Recommendations

To implement the business development recommendations of Cit Kana Rasa using the Business Model Canvas, the following steps can be taken:

1. Strengthening Digital Presence
   a. Website: Build an official website that functions as an e-commerce platform and product showcase.
   b. Instagram & Marketplace: Start with an Instagram account for promotion and customer engagement, and register on major marketplaces (Tokopedia, Shopee) to increase accessibility.
3. Increasing Production Capacity
   a. Optimizing Raw Material Stock: Make agreements with local suppliers and consider better storage of seasonal raw material stocks to deal with high demand.
   b. Expanding Production Facilities: Invest in additional production facilities or equipment to meet potential increased demand, especially when expanding to overseas markets.
4. Marketing & Branding
   a. Strengthening Acehnese Product Branding: Use Acehnese cultural elements in every promotional material to highlight the uniqueness and quality of the product.

  b. Promotion on Social Media: Create interesting and regular content on Instagram and other social media platforms to build a larger customer base.

5. Product Development

  a. Product Diversification: In addition to processed shrimp paste, add new product variants, such as other Acehnese chili sauces or products that can attract new market segments.

6. Collaboration with Partners

  a. E-commerce & Logistics Partnerships: Build partnerships with logistics companies to facilitate distribution, as well as partnerships with large e-commerce platforms to expand the market.

  b. Collaboration with Government and Organizations: Take advantage of opportunities to apply for funding support from the government or organizations for business expansion, such as new factories or infrastructure improvements.

7. Training & Certification

  a. Export Training: Take training on export regulations and food certification processes to ensure that Cit Kana Rasa products can penetrate the international market.

  b. Quality Certification: Obtain certification related to product safety and quality to strengthen consumer confidence, especially in overseas markets.

With this approach, Cit Kana Rasa will be able to expand its market, improve operational efficiency, and strengthen its position domestically and internationally. Implementation needs to be carried out in stages, starting from strengthening digital channels to strategic collaboration and certification. To develop an e-commerce business model for MSMEs such as Cit Kana Rasa using the Business Model Canvas (BMC), we can analyze each element to design an appropriate strategy:

1. Customer Segments

Target Market: Local, national, and international customers. With e-commerce, Cit Kana Rasa can target customers outside Aceh through digital platforms.

2. Value Propositions

Value Offered: Unique Acehnese shrimp paste processed products with product innovation. E-commerce can expand access to customers who want unique products with local uniqueness.

3. Channels

Distribution Channels: E-commerce can accelerate and expand distribution through marketplaces and social media. A dedicated website can also be the main showcase that displays all products.

4. Customer Relationships

Customer Relationships: Through e-commerce, Cit Kana Rasa can interact more actively with customers through social media and provide more personal services through communication platforms such as WhatsApp or email.

5. Revenue Streams

Revenue Sources: In addition to offline sales, e-commerce can be a new source of income through platforms such as Tokopedia, Shopee, and websites.

6. Key Resources

    Key Resources: Digital technology (e-commerce platforms, websites), more attractive product packaging for online markets, and digital marketing strategies.

7. Key Activities

    Key Activities: Production, product innovation, digital marketing, inventory management, and distribution to national and international customers through e-commerce.

8. Key Partnerships

    Key Partnerships: Cit Kana Rasa can partner with e-commerce platform providers, logistics companies, and raw material suppliers to ensure products are always available and delivery runs smoothly.

9. Cost Structure

    Cost Structure: Key operational costs include production, packaging, digital marketing, and logistics costs. With e-commerce, online promotion costs such as digital advertising are also an important part of the cost structure.

The Business Model Canvas approach in analyzing and designing e-commerce business models for MSMEs such as Cit Kana Rasa can help them expand their market, increase revenue, and facilitate interaction with customers. With the right strategy, Cit Kana Rasa can take advantage of the potential of digitalization to expand the reach of its signature products

Opportunities and Challenges

Using the Business Model Canvas (BMC) to identify opportunities and challenges in the adoption of e-commerce by MSMEs such as Cit Kana Rasa involves analyzing key elements:

1. Opportunities:
    a. Market Expansion: E-commerce opens access to wider national and international markets, beyond traditional local markets.
    b. Increased Revenue: With more online sales channels, revenue potential increases.
    c. Operational Efficiency: E-commerce technology can optimize sales, marketing, and delivery processes.

2. Challenges:
    a. Technology Limitations: MSMEs such as Cit Kana Rasa may face constraints in technology infrastructure and digital skills.
    b. Seasonal Raw Materials: Dependence on seasonal raw materials affects production continuity if demand is high through e-commerce.
    c. Logistics and Shipping: Managing distribution and shipping outside the region requires reliable logistics partnerships to maintain product quality.

3. Opportunities in Adoption:
    a. Branding Enhancement: E-commerce provides an opportunity to strengthen brands and introduce products to new markets through social media and websites.

    b. Product Diversification: E-commerce allows Cit Kana Rasa to expand product variations to meet wider customer demand.

4. Using the BMC approach, MSMEs can map these opportunities and challenges to develop a more effective and sustainable e-commerce adoption strategy.

Integration Recommendations

Integrating government and business partner support in the Business Model Canvas (BMC) Approach can strengthen MSMEs such as Cit Kana Rasa in adopting e-commerce. Here are the integration recommendations:

1. Key Partnerships
   a. Partnership with the Government: The government can help through technology training programs, product certification, and funding, which will improve the ability of MSMEs to face e-commerce challenges. In addition, the government can support access to the market through digital platforms supported by the state.
   b. Partnership with the Private Sector: Collaboration with e-commerce platform providers (Tokopedia, Shopee) and logistics companies can expand market reach and facilitate distribution.

2. Key Resources
   a. Access to Digital Infrastructure: Assistance from the government in providing digital infrastructure, such as stable internet connections in rural areas, is essential to support online sales.
   b. Product Innovation Program: The government can facilitate a locally-based product development program that helps MSMEs develop products that are ready to compete in the international market through e-commerce.

3. Cost Structure
   a. Logistics and Shipping Subsidies: The government can provide shipping subsidies to help MSMEs reduce high distribution costs in adopting e-commerce, especially for exports.
   b. Financial Support: Capital assistance or micro-credit programs from the government and business partners will help Cit Kana Rasa manage higher production and distribution costs due to e-commerce expansion.

4. Channels
   Joint E-commerce Platform: The government can support MSMEs by creating a special e-commerce platform for local products that prioritizes local products such as Cit Kana Rasa. Business partners in the form of investors can also help build a better digital ecosystem.

5. Revenue Streams
   Tax Incentives: The government can provide tax incentives for MSMEs that expand their businesses through e-commerce. With this incentive, MSMEs will find it easier to allocate funds for digital marketing and product innovation.

With effective integration between the government and business partners into the BMC, Cit Kana Rasa can more easily adopt e-commerce, expand market reach, and improve operational efficiency

CONCLUSION

The adoption of e-commerce at Cit Kana Rasa has great potential to increase the competitiveness of MSMEs in the digital era. With a Business Model Canvas-based strategy, Cit Kana Rasa can optimize every element of its business model to expand the market, increase efficiency, and strengthen relationships with customers. The main challenges related to technology and resources can be overcome with government support and strategic partnerships with e-commerce and logistics platforms. In the future, stronger digital integration will be the key to the sustainability of MSME businesses such as Cit Kana Rasa.

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