**REPISITORY DISERTASI (S3) DOKTOR**

**ILMU MANAJEMEN UNIVERSITAS PASUNDAN**

**Model Inovasi Bisnis Pada UKM Rotan (Analisis perspektif Teori Model**

**Bisnis Canvas UKM Di Kabupaten Cirebon).**

**Business Model Inovation on Small Medium Enterprises (SMEs) of Rattan**

**Industry (Business Model Canvas Perspective Analysis of SMEs in Cirebon)**

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**ABSTRAK**

Model Inovasi Bisnis Pada UKM Rotan (Analisis perspektif Teori Model Bisnis Canvas UKM Di Kabupaten Cirebon). Penelitian bertujuan untuk mengetahui, menguji dan menganalisis, di bawah bimbingan promotor Prof. Dr. Ir. H. Iman Sudirman, DEA., dan co promotor Prof .Dr.H.Azhar Affandi, SE.MSc.

Disertasi ini diharapkan memberikan sumbangan bagi pengembangan ilmu manajemen khususnya manajemen strategic serta model inovasi bisnis dan model bisnis kanvas.

Penelitian ini menggunakan metode kualitatif dengan tujuan *eksplanatory research* melalui pendekatan *case study*. Focus penelitian ini adalah menitikberatkan pada pelaksanaan model bisnis kanvas dengan menggunakan Sembilan indikator. Adapun informan dalam penelitian ini adalah para pelaku UKM rotan, kepala Dinas Koperasi dan UKM Kabupaten Cirebon, Kepala Dinas Industri dan Perdagangan Kabupaten Cirebon, perwakilan buyer, para sub kon, serta para expert judgment.

 Hasil penelitian ini adalah (1) Penggunaan sub-sub komponen dalam model bisnis kanvas teruji dapat memetakan model bisnis pada usaha kecil dan menengah (UKM) industri rotan di Kabupaten Cirebon (2) Model bisnis yang diterapkan pada UKM rotan di Kabupaten Cirebon teruji menggunakan sembilan komponen model bisnis kanvas yang terdiri dari *customer segment, value proposition, chanel, customer relationship, key partner, key resources, key activities, cost structure dan revenue streams* serta komponen tambahan berdasarkan hasil penelitian yaitu komponen *owner predispoing factors.(3)* Kendala-kendala yang dapat diidentifikasi ketika menerapkan model bisnis kanvas pada Usaha Kecil dan Menengah (UKM) rotan di Kabupaten Cirebon adalah sebagian besar dikarenakan leglitas yng cukup rumit, teknologi yang belum terstandar, terbatanya sumber daya manusia, krisis bahan baku karena kebijakn pemerintah.(4) Elemen model bisnis yang harus diadaptasi menggunakan model bisnis inovasi pada Usaha Kecil dan Menengah (UKM) rotan di Kabupaten Cirebon adalah menempatkan inovasi model bisnis menjadi sesuatu yang akan ditampilkan di manufaktur modern untuk menghadapi dinamika kondisi bisnis industri rotan.

 Hasil penelitian ini diharapkan dapat memberikan sumbangan bagi pengembangan Ilmu Manajemen khususnya manajemen strategic, sebagai kerangka acuan bagi penerapan model bisnis kanvas pada UKM rotan di Kabupaten Cirebon

Kata kunci: Export, Industri Rotan, Model Bisnis Kanvas, Usaha Kecil Menengah.

***ABSTRACT***

*Ida Hindarsah, Business Innovation Model of Rattan SMEs (Analysis of the perspective of the SME Canvas Business Model Theory in Cirebon District). The research aims to find out, test and analyze, under the guidance of the promoter Prof. Dr. Ir. H. Iman Sudirman, DEA., And co. Promoter of Prof. Dr.H.Azhar Affandi, SE.MSc.*

*This dissertation is expected to contribute to the development of management science, especially strategic management as well as business innovation models and canvas business models.*

*This study uses qualitative methods with the aim of explanatory research through a case study approach. The focus of this research is to focus on the implementation of the canvas business model by using nine indicators. The informants in this study were the rattan UKM actors, the head of the Cirebon Regency Cooperative and SMEs Office, the Head of the Cirebon Regency Industry and Trade Office, the buyer's representatives, the sub-con, and the expert judgments.*

*The results of this study are (1) The use of sub-components in the tested canvas business model can map the business model in the small and medium enterprises (SMEs) of the rattan industry in Cirebon Regency (2) The business model applied to rattan SMEs in Cirebon Regency is tested using nine canvas business model components consisting of customer segments, value propositions, channels, customer relationships, key partners, key resources, key activities, cost structures and revenue streams as well as additional components based on the results of the research components owner predisposing factors. (3) Constraints which can be identified when applying the canvas business model to rattan Small and Medium Enterprises (SMEs) in Cirebon Regency is largely due to fairly complex legalities, unstandardized technology, limited human resources, raw material crises due to government policy. (4) Elements business models that must be adapted using innovation business models in Small Businesses and Rattan medium (SMEs) in Cirebon Regency is putting business model innovation into something that will be displayed in modern manufacturing to face the dynamics of the rattan industry's business conditions.*

*The results of this study are expected to contribute to the development of Management Science, especially strategic management, as a frame of reference for applying the canvas business model to rattan SMEs in Cirebon Regency*

*Keywords: Export, Rattan Industry, Canvas Business Model, Small and Medium Enterprises.*cover

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