



JURNAL SEKRETARIS DAN ADMINISTRASI BISNIS

Journal homepage: <http://jurnal.asmtb.ac.id>



ANALYSIS OF BUSINESS MODEL AT PT SOKA CIPTA NIAGA BANDUNG INTO THE CANVAS BUSINESS MODEL USING EMPATHY MAPS

ANALISIS MODEL BISNIS PADA PT SOKA CIPTA NIAGA BANDUNG KEDALAM PENDEKATAN BISNIS MODEL CANVAS MENGGUNAKAN PETA EMPATI

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Article info

Article history:

Received 13th January 2020

Received in revised form 23rd January 2020

Accepted 05th November 2020

Keywords:

Strategy Management,
Business Model,
Business Model Canvas,
Empathy Map

Abstract

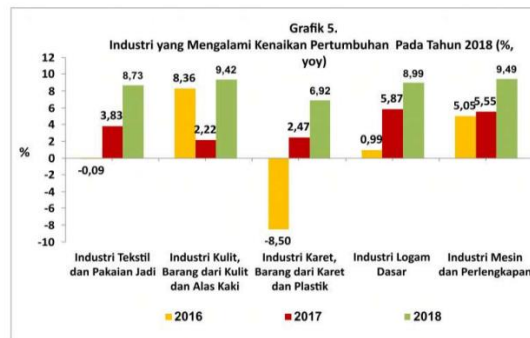
A company in running its business process requires the design of a Business Model with the aim that the business process will be by following the expectations desired by the company. The purpose of the research was to make the design of the business model by using an Empathy Map of the socks that received the first Halal certification from the Majelis Ulama Indonesia, for the socks industry. The method of research conducted is using The Qualitative Method, done by collecting data in interviews with consumers of Soka socks with Triangulation Technique. There were four informants selected, namely with different ages, occupations and interview location. All selected informants were women and had used Soka Socks for more or less three years. The results obtained in the interview process to the consumers of Soka socks is Business Model Design at PT Soka Cipta Niaga after the research can only be analyzed in detail in the Customer Segment Block, because the Empathy Map is one of the tools used to design a business model in the consumer segment block only and Empathy Map that is made is the result of interviews with informants based on triangulation techniques, which are seen from differences in age, occupation and also the location of the interview.

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INTRODUCTION

The growth of the textile industry and textile products is one of the pillars of national non-oil growth. The textile industry sector always shows positive growth and contributes greatly to Indonesia's economic growth. According to the Director of the Textile, Leather, and Footwear Industry Ministry, Mr. Muhrori during his visit to PT Delami Garment Industries, Bandung, he said that "The Textile and Textile Product Industry (TPT) is one of the mainstay sectors because it provides a major contribution to the national economy. Moreover, the TBT industry as a sector that is classified as labor-intensive and export-oriented

The textile industry and textile products (clothing, pants, and socks) are one of the industries that are prioritized to be developed by the Government of Indonesia because they have a strategic role in the national economy, one example is as a contributor to the country's foreign exchange, absorbing quite a big labor force and also products textiles are made to meet the needs of Indonesian society.



Picture 1.1

Industries that are experiencing an increase in Growth in 2018

Source: Kemenperin.go.id, 2019

PT Soka Cipta Niaga is a textile company engaged in the production, distribution, and trade of socks, gloves, inner fashion, such as cuffs, underwear and leggings, the marketing is done in two ways; online and offline in national and international markets. PT Soka was established on November 11, 2011, it means that until now Soka has been established since eight years ago. PT Soka Cipta Niaga was founded in Bandung by seven founders with various backgrounds such as Entrepreneurs, Professionals, Lecturers, and Investors with the aim and spirit of mutual benefit.

With the development of the textile industry in the form of clothing, pants, socks and other textile materials in Indonesia, it will be an excellent opportunity and will also increase business competition among business people in the industry. With this existence, it requires business players to win consumers amid during in fierce competition and at the same time becomes a guide for businesses to overcome obstacles that can occur in the future, such as those carried out by PT Soka Cipta Niaga's internal company as well as the textile industry in the business of producing and selling socks. To win consumers in the business competition, it is necessary to do an internal and external analysis of the company at PT Soka Cipta Niaga, which researchers will present with a SWOT analysis (Strength, Weakness, Opportunity, Threat), the analysis offerings are as follows:

Tabel 1.1
SWOT Analysis

<p><i>Strength</i></p> <p><i>Quality</i></p> <p><i>Design</i></p> <p><i>Innovation</i></p>	<p><i>Weakness</i></p> <p><i>Brand</i></p> <p><i>Promotion</i></p>
<p><i>Opportunity</i></p> <p><i>Potensial Market</i></p> <p><i>Pioneer</i></p> <p><i>Distribution Channels</i></p>	<p><i>Threat</i></p> <p><i>Chinas's Product</i></p> <p><i>Kaos Kaki Bandung</i></p>

Based on the Internal and External analysis presented above, it turns out that there are several threats and weaknesses owned by PT Soka Cipta Niaga, to solve the problems faced by the companies, they need to have an insight about consumers and companies' need to design and make plans regarding business models that are appropriate for their customers, thus with having the business model, the company can determine the right consumers and can provide a value proposition by following the needs of consumers.

Based on previous research according to Aminudin (2017), planning a business model canvas, empathy map and AHP (Analytic Hierarchy Process) can help UMKM in making strategic decisions for their business, so this prior research is in accordance with the research of the author

In addition to the problems above, researchers conducted interviews with internal parties about PT Soka Cipta Niaga's consumers, the question raised was "Who is the main target consumer, and is it appropriate or not to select the segment?", for this question the company answers that "Currently the company's main target consumers are people with middle-up-income and people who pay attention to the values of religion that they adhere to obediently, and whether it is appropriate or not, based on this, it seems that for now, the company needs to design target consumers because not only one type of product is offered, but the company also offers many different types of products, different qualities and also with varying prices, meaning that in this case for the target consumers is different, and the business model has not been designed in detail by the company "based on the third question can be concluded that the company needs to create a business model by following each product to be offered to consumers, especially the business model for the main target consumers chosen by PT Soka Cipta Niaga, with the design that has been made later the company can run its business processes properly and as desired and expected by the company. Based on the problems that have been presented above, companies need to create and design business models by following their respective product lines offered to provide solutions to the problems encountered. But in the focus of this research, the research will be carried out only on one customer segment, namely the Muslim meeting segment, this segment was chosen because it is by following the halal brand owned by Soka. For this reason, researchers will research the title "Analysis of Business Model at PT. SOKA CIPTA NIAGA BANDUNG with Business model canvas using empathy map".

RELATED LITERATURE

References Review

Business Models

Business Model According to Nielsen and Lund (2013: 9) is a sustainable way of doing business. Following sustained emphasizes the ambition to survive over time and create success, maybe even profitability, and also entities in the long run

According to Alexander Osterwalder & Pigneur (2017:14) giving an understanding of business models is "A business model illustrates the rationale for how organizations create, deliver and capture value"

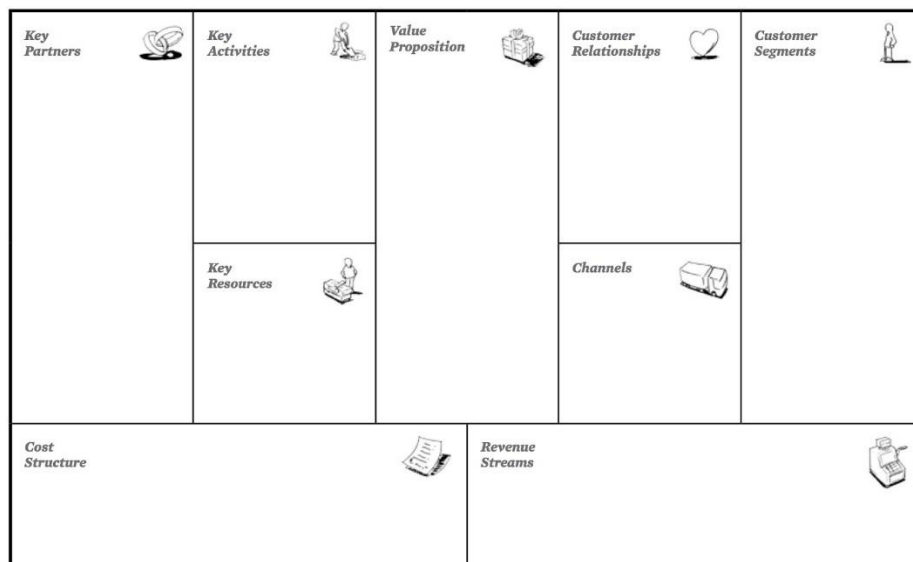
A good Business Model must have the following components:

1. (who it serve)
2. (what it provides)
3. (how it creates money and profit)
4. (how it differentiate itself from its competitors)

Canvas Business Model

Business Model Canvas is a tool used to describe, analyze and design business models. According to Osterwalder & Pigneur in his book provides an understanding of Business Model Canvas can be interpreted as a language to visualize, assess and change business models.

According to Osterwalder & Pigneur in his provides an explanation that the Business Model Canvas consists of 9 (Nine) blocks namely Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure.



Picture 2.1

Nine Elements of a Business Model

Source: Internet, accessed in September 2019

Using the Canvas Business Model, the Business Model of a company/organization can be described in one single document in the same language about how to develop, complete and assess the company business model.

The explanation of the Nine Blocks that are: (Osterwalder & Pigneur, 2017: 10)

1. Customer Segment is describing a group of different people or organizations that companies want to reach or serve. The customer is the core of all existing business models that will be designed by a company. Without customer (who can provide benefits) no company can survive for a long time. To better satisfy customers, companies can group them into different segments based on similar needs, behavior and other attributes.
2. Value Proposition can solve customer problems or satisfy customer needs. Each value proposition contains a combination of a certain products and services that serve the needs of specific customer segments. Value Proposition is describing a combination of products and services that create value for specific customer segments. Value proposition is the reason that makes customers move from one company to another.
3. Channels, namely describing how a company communicates with its customer segments and reaches them to provide a value proposition. Channels of communication, distribution, and sales are the link between companies and customers. Channels are the customer's touchpoints that play an important role in every event they experience.
4. Customer Relationship, which is describing the various types of relationships that companies build with specific customer segments. A company must explain the type of relationship it wants to build with the customer segment. Relationships can vary from person to automatic. Customer relationships can be driven by customer acquisition motivation, retention (retaining customers), and increased sales (upselling)
5. Revenue Streams, which describes the cash generated by the company from each customer segment (costs must reduce revenue to generate revenue).
6. Key Resources, which describe the most important assets needed for a business model to function (Osterwalder & Pigneur, 2017:34). Every business model requires key resources. These resources enable companies to create and offer value propositions, reach markets, maintain relationships with customer segments and earn revenue. The main resource can be physical, financial, intellectual, or human. Main resources can be owned or leased by the company or obtained from key partners.
7. Key Activities, namely describe the most important things that must be done by the company so that its business model can work.
8. Key Partnerships, describe the network of suppliers and partners who make the business model work. A Company creates alliances to optimize business model, reduce risk, or obtain resources. There are 4 (four) types of partnerships, namely strategic alliances between non-competitors, strategic partnerships between competitors, joint ventures to develop new business and buyer-supplier relationships to ensure reliable supply.
9. Cost Structure, namely describes all costs incurred to operate a business model, meaning that it explains the most important costs that arise when operating a particular business model. The activity of creating and providing value, maintaining customer relationships and generating revenue causes costs. When divided into two extreme points, the cost structure can affect business models that are driven by costs that focus on minimizing costs and business models that are driven by the value that focus on creating value.

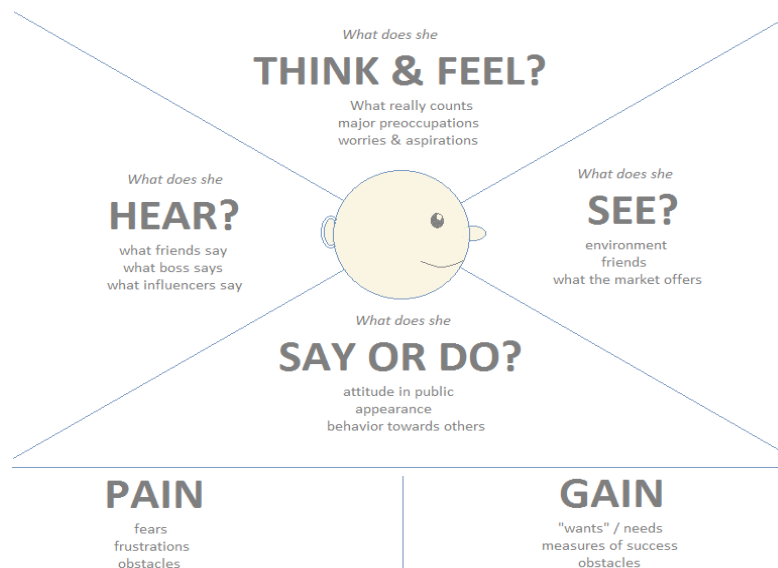
Empathy Map

In building a business, companies must be able to describe various aspects that are the focus of the company's business, one of which is the customer segment. Every new business that is run must first find out and describe in detail and clearly about the customer segments of the company, where the customer segments are prospective customers and consumers of the company, one way to find out is to use an empathy map, which is to create a simple customer profile. This tool is used to discover the demographic characteristics of customers and develop a better understanding of the environment, behavior, and aspirations.

An Empathy map is a visual aid developed by a visual thinking company called XPLANE (Osterwalder & Pigneur, 2017: 131). Empathy Map (Empathy Map) was created to produce a stronger business model because the profile of customers guides the design of a better value proposition, how to approach customers more comfortably, and how to deal with the customers accordingly. Where in the end will provide a deeper understanding of how customers get satisfaction with the value of the product or service when compared to the price offered.

The Empathy Map starts by determining the demographic characteristics of the targeted customer segmentation such as age, sex, occupation and customer's income in one month. In the empathy map there are 6 (six) indicator questions asked to targeted products according to Osterwalder & Pigneur (2017):

1. *What does it see?*
2. *What does she hear?*
3. *What does it think and feel?*
4. *What does it say and do?*
5. *What is the customer's pain?*
6. *What does the customer gain?*



Picture 2.2
Empathy Map

Source: Internet, accessed in September 2019

Based on the image above the empathy map is used to bring up all customer segments that might want to be served in a business model that is designed. Start by giving a customer name that has several demographic characteristics, such as income, marital status, and others. Then by referring to the table below, use a flipchart to create a profile of customers who get new names by asking and answering the following 6 (six) questions (Osterwalder & Pigneur, 2017:131).

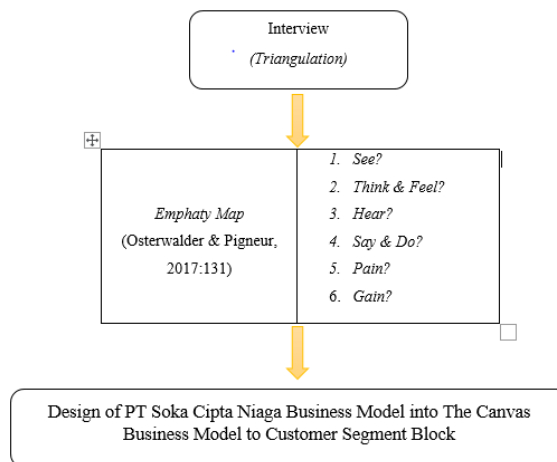
Table 2.1

Questions of Empathy Map

<p>What is seen? (See?) Explain what customers see in their environment</p>	<ul style="list-style-type: none"> - What it looks like? - Who surrounds it? - Who are his friends? - What problems did customers encounter?
<p>What do consumers hear? (Hear?) Explain how the environment affects customers</p>	<ul style="list-style-type: none"> - What did his friends say? - Who influenced it, and how? - Which media channels affect?
<p>What does it think and feel? (Think & Feel?) Trying to decipher what is in the customer's mind</p>	<ul style="list-style-type: none"> - How does it feel? - What matters to him (what doesn't say openly)? - Try to describe the dreams and aspirations
<p>What does it say and do? (Say and Do?) Imagine what customers might say, or how they behave in public</p>	<ul style="list-style-type: none"> - What does it say? - What is his attitude? - What will it do? - Give adequate attention to potential conflicts between what customers might say and what they might think or say
<p>What hurt does the customer feel? (Pain) Describe the disappointment felt by the customer</p>	<ul style="list-style-type: none"> - What do consumers sacrifice? - What disappointments do consumers feel? - What risks are consumers afraid of?
<p>What are the customer gains? (Gain) Explain what the customer gets and what the customer wants to get</p>	<ul style="list-style-type: none"> - What do you want to achieve? - What do you want to get? - How does it measure success? - Think about some of the strategies that can be used to achieve goals

Source: (Osterwalder & Pigneur, 2017:132)

Framework



Picture 2.1

Framework

Source: Researcher Data, 2019

Research Scope

The researcher wants to analyze the business at PT Soka Cipta Niaga by using the Business Model Canvas and Empathy Map approach. Using Business Model Canvas will create an alternative business model at PT Soka Cipta Niaga to determine whether there will be a change to determine a new market segment, or is there an addition to the Value Proposition that already exists in the company.

METHODOLOGY

Research Methodology

According to Djamal (2015:5), The Research Method is a scientific investigation carried out systematically by using certain methods or approaches to solve a problem to obtain truth or proposition and even a new theory. In the research and preparation of this Thesis Report, researchers use research methods and several techniques or methods of research to intending to facilitating the collection of data so that the composition of this report can be arranged better and more appropriate.

According to Indrawati (2015: 206), "Qualitative Research Methods are research methods that involve data analysis in the form of descriptions and the data cannot be directly quantified. Quantification of qualitative data is done by giving a code or category. This type of research seeks to transform research objects into forms that can be presented, such as field notes, interview results, conversations, photographs, recordings, and memos. This qualitative method is used in research with natural conditions rather than experimental objects.

Research Process

The research process began in August 2019 with the object of the research, PT Soka Cipta Niaga, with a source of consumer Soka socks products in the Muslim women segment and additional data needed for background preparation was conducted interviews with internal company parties

Qualitative Research Stages

Research using qualitative methods is presented through some stages, namely the stage before going to the field, the stage of activity in the field, the stage of data analysis and the last stage of research reports, and According to Sugiyono (2014: 89), data analysis in qualitative research is carried out since before entering the field, during the field and after completion in the field. The explanation of the stages of research is as follows:

A. Stages before going to the field

1. Research Design

Before researching in the field, the researcher makes a research design that will be investigated starting from the subject, research title and research design that is made by following the latest events at this time. The draft was made before conducting the first guidance with the supervisor, after the research design is approved, the new writer continued the research to the next stage, namely the writing of the thesis report and the interview stage.

2. Determination of Research Objects

Following the themes and problems chosen for the study, the object chosen was closely related to the issues raised, the research object became the main data source for this research. The research object is "PT Soka Cipta Niaga" which is a socks industry company.

B. Stage of Research Activities in the Field

1. Data Collection

In the interest of collecting data needed for research and data related to the company, the techniques used are of three types, namely in the form of:

a. Interview

Research conducted by researchers needs to be strengthened by interview activities, so that it can further assist in strengthening the information obtained so that the researchers can also have more accurate data. Interviews were conducted directly with data sources, namely internal parties from the company PT Soka Cipta Niaga, where respondents who had chosen researchers were given full freedom to answer questions and express their thoughts and views naturally and without coercion from any party, this interview is needed for getting some additional data in the making of the research background, so that the research conducted by the author can be useful for the company today and by following existing problems in the company. Then the next interview was conducted with the consumers of PT Soka Cipta Niaga in the segment of Muslim women, this interview is done as data for the design of empathy maps and business models.

After the interview results have been obtained by researchers, then the data will be selected, processed, and entered into the empathy map format and the business format of the existing canvas models later. This arrangement will be made by researchers in Chapter Four of the study.

b. Literature review

In the study technique literature, researchers use reference books, journals and also the internet to gather additional data and information about theories related to the subject matter being studied, and it is hoped that the results of this research can be more trusted by readers.

c. Documentation

In addition to the source of the data obtained from the process of observation and interviews, documentation studies are also needed to support the preparation of this report. The documentation study has been done in the form of photo data, supporting documents and archives that researchers get directly from the company and also documentation with Soka consumers.

Data Validity Analysis Techniques

To analyze the validity of data from the results of research conducted by researchers, it is necessary to have a test so that the research results can be more credible. The test is the credibility test which includes triangulation, member check and also the use of references.

1. Triangulation

Triangulation technique was done by researchers to the informants who have 3 (three) different characteristics such as age, occupation and also the location of the interview conducted.

2. Member Check

With the Member Check method, researchers re-check the data obtained to the data source, namely the informants. The data that has been collected, the researchers make reductions of the data so that it becomes

a temporary conclusion. The conclusions that have been made are brought back by the researcher to the field by conducting a member check process to the data source.

3. Use of Reference Materials

The researcher completes this research with a reference book to make questions, and is supported by references in the form of records, photos, and documentation of the results of interviews that have been conducted.

RESULTS AND DISCUSSION

At the stage of the research process in the field, researchers conduct interviews with Soka Consumers because in the design of empathy maps it is necessary to conduct interviews about the product directly to consumers to produce accurate information about what consumers see, what consumers hear, what they think and feel by consumers, and also about what the acquisition and problems felt by consumers while using Soka Socks products.

For the consumer selection, which is the Muslim Women Segment, this segment was chosen because Soka Socks have a strong branding of ablution socks products and also its “Halal Brand”, seeing this researcher decided to prioritize research for that segments, whether the sock product ablution leg and halal brand owned by PT Soka Cipta Niaga are by following the expectation of consumers or not. The selection of this segment was also chosen because compared to other segments, the Muslim Women segment brought the highest revenue to the company.

Then, the researcher describes the data and information obtained after the interview process with the informant is as it happened in the field, and directly felt and experienced by the informant himself without intending to make conclusions that are contrary to what was stated by the informant to the researcher

Description of the Informant

There are 4 (four) informants providing information to researchers, and all of them have fulfilled the criteria as a source of data related to the writing of the Thesis Report from the researcher. Informants are classified using the code as in the table below:

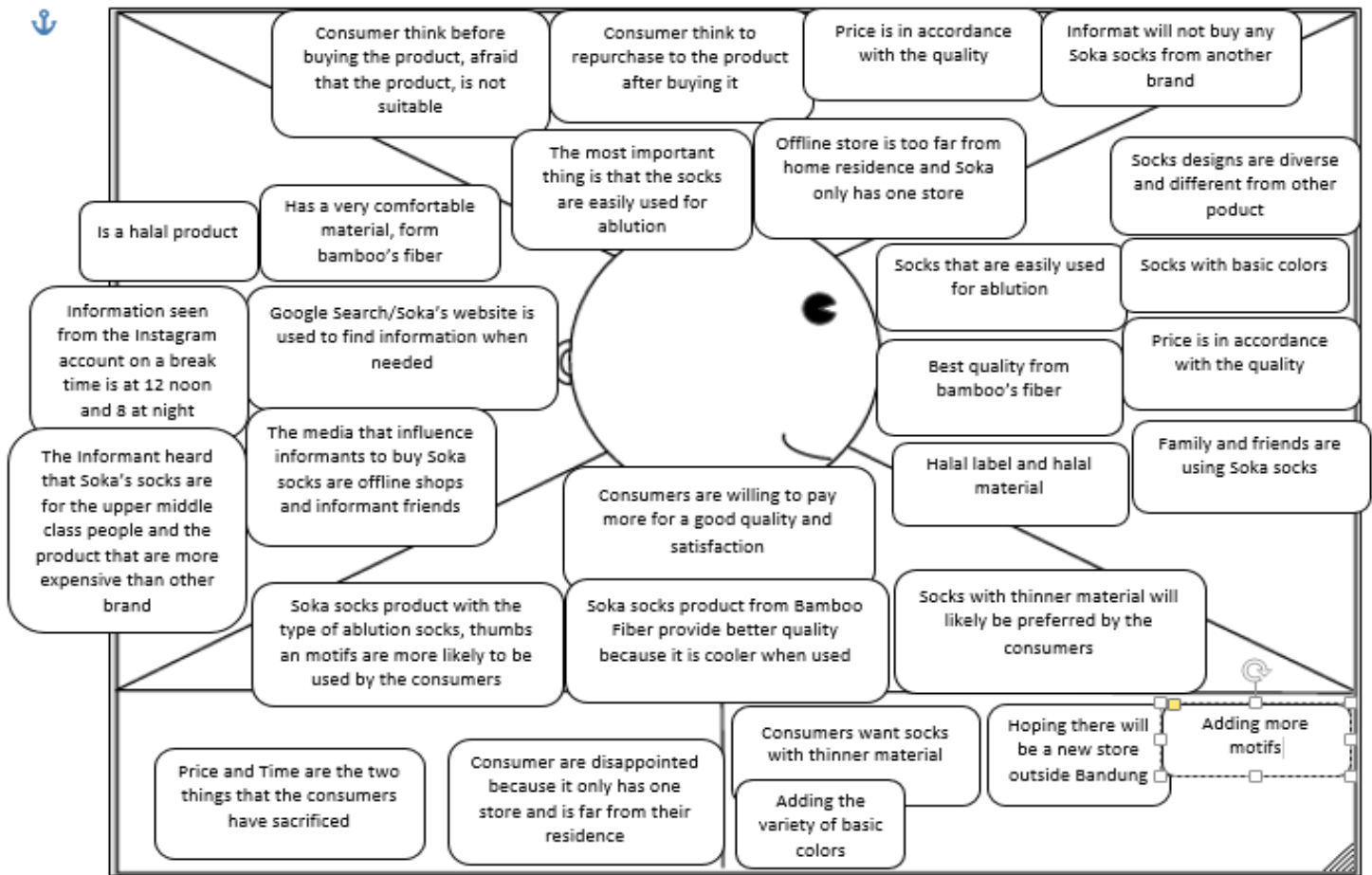
Table 4.1

Informant Code

Informant Code	Name of the Informant	Jobs
I1	Amelia Hertianty, S.E	Employee
I2	Ghina Fahira Dzulhijjah, A.md.M	Employee
I3	Nadiya Parwati, A.md.M	Student
I4	Bethani Suryawardani, S.E.,MM	Lecturer

Source: Researcher Data, 2019

Mixed Empathy Map Design Based on Triangulation Informants at PT Soka Cipta Niaga



Picture 4.1

Mixed Empathy Map Design

Source: Researcher Data, 2019

The Explanation from Mixed Empathy Map Design Based on Triangulation Informants at PT Soka Cipta Niaga and the explanation below answer table 2.2:

1. In the See Dimension of PT Soka Cipta Niaga, it can be concluded that the informant looked at Soka Socks from a variety of factors, namely the first informant saw from the side of the motifs that exist in his socks usually the informant buys Soka Socks with motives that are not too large and they prefer socks motifs that have certain meaning and themes that can describe their designs, for example socks motifs with “Batik Mega Mendung Motifs”. The next factor is the benefits and uses, usually the informant sees socks not only from the motives but from the benefits that can be provided by socks, as an example of benefits to facilities consumers when performing ablution, or socks that can be worn when consumers are wearing sandals. The other factor is quality, if the first-time sock product is purchased that produces quality that is by following consumer expectations or even exceeds the expectations of consumers, they will make a repeat purchase, as well as with informants, with the quality produced by Soka Socks being one of the reasons

they are willing to make repeat purchases is to become a loyal consumer of Soka Socks.

Some informants also looked at the price factor, but it was not the main consideration when buying socks products, even from the information researchers found that the informants were willing to pay more when they could get good quality. After 1-3 years the informant wore Soka socks, some friends and family also used the same socks product, even some of the informants learned about Soka socks products from the recommendations of friends and family

2. In the Hear dimension at PT Soka Cipta Niaga, it can be concluded that the informant heard information that Soka socks are socks products that already have a Halal label from “MAJELIS ULAMA INDONESIA”, but there are also informants who do not know that Soka foot products are already Halal, the informant only thinks and believes that his socks are halal without knowing that there is already a certification for Soka socks. Then another thing that informants heard about Soka sock products was that they were comfortable to use and had a quality comparable to the price.

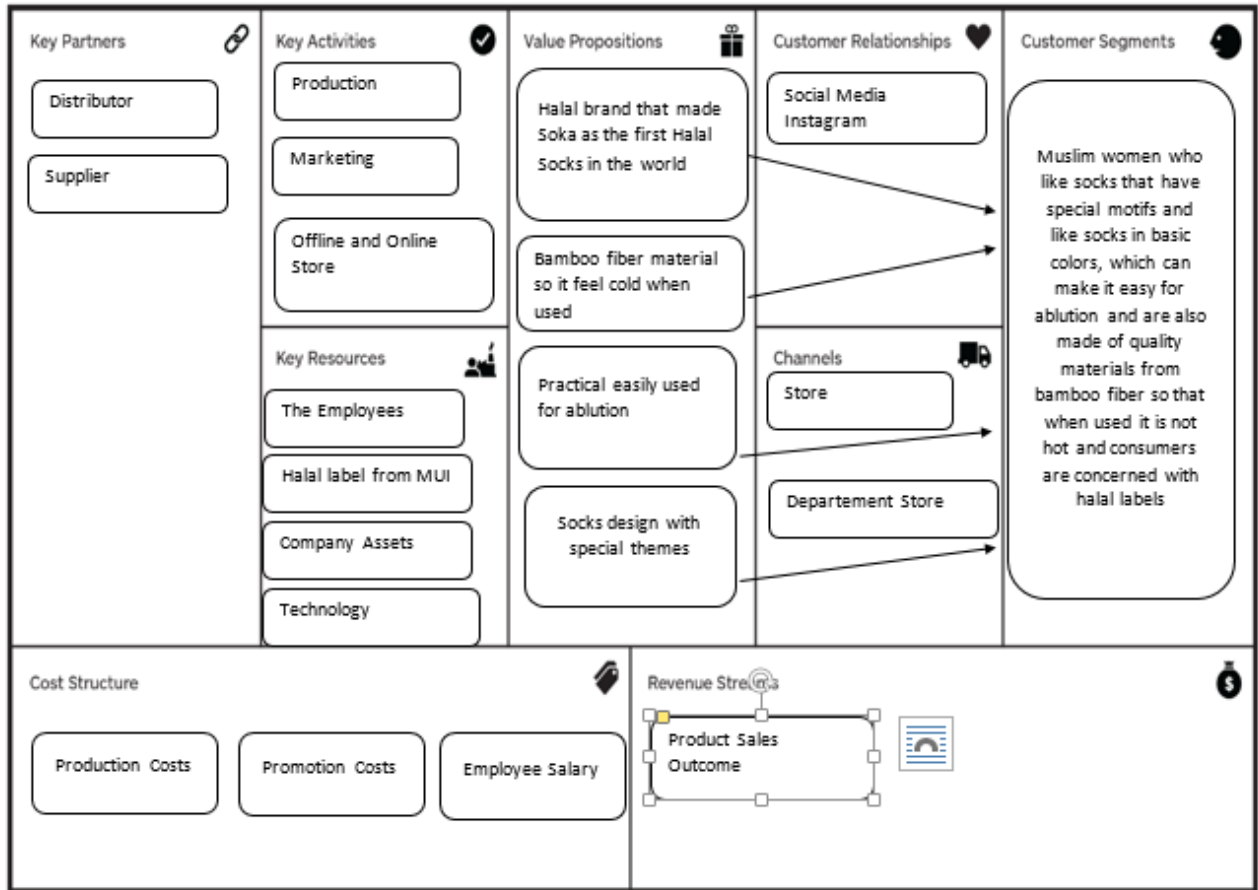
Before buying a Soka sock product, the informant used several media to find out information about the product, the media used were Instagram and Google Search. In buying Soka sock products, the informant most often buys the product directly to the offline shop, according to the informant, so that he can immediately know about what materials are used, because some informants are worried when buying their products online that there are damaged or quality items false.

In addition to Instagram social media, the informant also knows about Soka's socks products from his closest friends, because according to the informants before using Soka socks, some of his friends recommend them so that they believe because according to their friend's informants they have used the product first, so surely their friend has standards own assessment which at the end with this informant became loyal to Soka's socks until now

3. In the dimensions of Think and Feel in PT Soka Cipta Niaga, it can be concluded that the informants after knowing the Soka socks are halal products they feel calm when wearing Soka socks to complement when worshipping. During the use of Soka socks for approximately 1-3 years the informants felt and thought they were satisfied and also happy to use Soka socks, this is because the socks when worn were durable, were not easily damaged even though they were often washed and the color was not faded. But just like consumers who have never used a product before buying a Soka product for the first time, the informant has a concern that the socks do not match the desired quality, but that concern can be resolved after they use the product.
4. In the Say and Do dimension of PT Soka Cipta Niaga, it can be concluded that the informants will be willing to pay more for socks products that have the best quality and can satisfy their needs, because according to informants price is not the main factor they buy Soka socks products. Based on the results of interviews, in the use of Soka socks, they prefer Soka socks with motif socks, thumbs and ablution socks. For the use of materials, some informants know what types of materials such as bamboo fiber will provide better quality, because when used it will be cooler. After the informant uses Soka sock products, most of the products sell socks with slightly thicker material, and the informant wants the addition of new products with thinner material, with the presence of a variant of the product, will be preferred by the informant.
5. In the dimension of Pain in PT Soka Cipta Niaga, it can be concluded that the informant wants the addition of new branches in several regions in Indonesia, because until now Soka only has one store in Arcamanik area in Bandung, because of this the consumer must sacrifice it's time to buy Soka socks products when you want to shop directly at the Soka shop. Based on consumer experience and consumer responses that Soka socks are more expensive than other socks products, making costs one of the things sacrificed too. But as far as using the Soka socks, the informant interviewed did not feel that there was a problem when using the product.
6. In the Gain dimension of PT Soka Cipta Niaga, it can be concluded that the informants expect t-shirts. Soka Wudhu can make and sell variations of new products, especially socks with materials thinner, then the informant hopes that Soka's socks can add a branch to the shop not only in the Bandung area but to other regions in Indonesia. Also besides, because until now Soka's socks have not issued the latest motifs,

the informant hopes that in the future Soka can make socks with the latest motifs, in addition to the motifs, the informant also hopes that Soka's socks add basic color variants that already exist before.

Business Design Model of PT Soka Cipta Niaga



Picture 4.2
Business Design for Canvas Model
Source: Researcher's Data, 2019

The Explanation for each Business Model Canvas block at PT Soka Cipta Niaga and the explanation below answer picture 2.1:

1. Customer Segment

In the Final Draft business model created by researchers, researchers concluded that the customer segment owned by PT Soka Cipta Niaga is similar, namely Muslim women who like socks that have special motifs and like socks in basic colors, which can make it easier for ablution and also made of quality materials from bamboo fibers so that when it is used it is not hot and consumers are concerned with the halal label. When referring to the theory put forward by Alexander Osterwalder & Pigneur, the customer segment for Soka socks goes into the Mass Market, where PT Soka Cipta Niaga serves customers with problems that are almost the same

2. Customer Relationship

In the customer relations block, the researchers wrote that PT Soka Cipta Niaga in building relationships with customers is using Instagram social media.

3. Channel

In the existing channel block in the canvas business model is made to bring customers together with a business, wherewith the channel PT Soka Cipta Niaga can generate profits. In this case, the researchers write that the main channel owned by PT Soka Cipta Niaga is, Offline Store in the Arcamanik area of Bandung and also Soka Booth in the Department Store

4. Value Proposition

The Value Proposition block is an important part of every company as well as PT Soka Cipta Niaga.

Based on the research results of the value proposition owned by PT Soka Cipta are:

1. A Halal brand so that makes Soka socks as the world's first halal socks, and PT Soka Cipta Niaga has since 2015 had Halal Certification from the Indonesian Ulema Council (MUI) with Registration Number: 00170075071215.
2. Using halal material and quality, based on research one of the materials used by PT Soka Cipta Niaga is a bamboo fiber that can make feet cool when used.
3. The accommodative use for ablution, with the presence of ablution socks purchased by consumers, can facilitate consumers when they want to do ablution without having to open socks.
4. Sock motifs with special themes, based on the results of interviews with informants, some informants like Soka socks with special motifs such as “Batik mega mendung motifs”, polka-dot motifs and other motifs

With these four proposition values, making PT Soka Cipta Niaga different from its competitors, but it felt to be lacking by consumers, based on the results of interviews consumers want to add value to the company, which is expected to increase the number of Soka stores in Indonesia

5. KeyActivities

In the Key Activity block, there are 3 (three) main activities carried out by PT Soka Cipta Niaga namely production activities, marketing activities on social media such as Instagram and also offline and online sales. In the production activities in the company, the production environment of Soka socks both from the factory, basic raw materials and supporting raw materials must all be free from illicit things (unclean dogs and pigs), then promotion on social media such as Instagram usually the Soka provides information in the media social every day for 3 (three) times, namely in the morning, afternoon and also night. And the third activity is sales at Soka stores in the Arcamanik area of Bandung, and those in several other stores such as Hijab Debt, Hijab Story, Demoss, Transmart, Yogya Department Stores, Yomart and Zoya, then online sales through marketplaces such as shopiee

6. KeyResource

In the Main Resources block, PT Soka Cipta Niaga has several resources, such as company assets, employees and halal labels

- a. Company assets such as factories, and buildings/offices are one of the keys to becoming a resource in a company. These assets help the operations of the company
- b. Technology (Machinery), the technology used for the process of producing socks at the PT Soka Cipta Niaga factory is the second resource. With the presence of modern technology, it will produce good product quality standards and create results that satisfy consumers.
- c. Employees, the expertise possessed by PT Soka Cipta Niaga employees must meet good standards and qualifications, because this is one of the factors that can determine and produce quality.
- d. Halal Brand, besides being a value proposition for PT Soka Cipta Niaga, Halal brand is also one of the Resources owned by Soka

7. Key Partners

In the Partnership block, based on research results PT Soka Cipta Niaga has 4 (four) main partners in carrying out its business processes. The four partners are Distributors and Suppliers. Distributors owned by PT Soka Cipta Niaga are overseas distributors such as Malaysia, Singapore, Brunei Darussalam, and Australia, for suppliers, namely suppliers of materials needed for the production process, other partners are Department Stores such as Transmart and Yogja.

8. Revenue Streams

. The source of revenue streams is income for PT Soka Cipta Niaga, for the income owned by Soka is from "Product Sales Results". PT Soka Cipta Niaga has several variants of socks and also its product lines, such as ablution socks, motif socks, socks, and also inner. The proceeds from the sale, both online and offline, make a revenue for PT Soka Cipta Niaga

9. Cost Structure

The financing structure issued by PT Soka Cipta Niaga is all financing that is the company's obligation, this is done to support the company's business processes. In companies, there are 4 (four) types of financing issued by companies, while the financing is as follows:

- a. Production costs, these costs are in the form of purchasing raw materials, and also maintenance of tools and technology used by PT Soka Cipta Niaga
- b. Employee Salary, is routine financing that must be issued by PT Soka Cipta Niaga faithfully [month to all employees.
- c. Promotion costs are incurred by the company, when the company wants to use advertising services that are on social media or other types of promotions.
- d. Operational Costs, these costs are in the form of financing incurred by the company to support the running of business processes every day such as the costs of the internet, electricity, water and so forth

CONCLUSIONS

Based on the results of research at PT Soka Cipta Niaga, it is concluded that some conclusions are expected to be able to answer the problems in this study, while the conclusions are as follows:

1. Business Model Design at PT Soka Cipta Niaga after the research can only be analyzed in detail in the Customer Segment Block. Because the Empathy Map is one of the tools used to design a business model in the consumer segment block only, to fill in the other blocks is done from additional information that researchers get during the research process that is during the interview process and filling in more detail requires other tools as well as further research
2. Empathy Map that is made is the result of interviews with informants based on triangulation techniques, which are seen from differences in age, occupation and also the location of the interview.

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