

**STRATEGI PENGEMBANGAN AGROINDUSTRI GULA
MERAH TEBU DI NAGARI ANDALEH BARUH BUKIK
KECAMATAN SUNGAYANG KABUPATEN TANAH DATAR
DENGAN PENDEKATAN *BUSINESS MODEL CANVAS***

SKRIPSI

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ABSTRAK

Agroindustri gula merah tebu di Nagari Andaleh Baruh Bukik memiliki potensi ekonomi yang besar namun masih dikelola secara tradisional dengan keterbatasan pada aspek pemasaran, kemasan, permodalan, dan pencatatan keuangan. Penelitian ini bertujuan mendeskripsikan model bisnis melalui pendekatan Business Model Canvas, mengidentifikasi faktor internal dan eksternal melalui analisis SWOT, serta merumuskan strategi pengembangan usaha. Metode yang digunakan adalah deskriptif kualitatif dengan pendekatan studi kasus yang melibatkan sebelas informan kunci. Hasil penelitian menunjukkan kesembilan elemen Business Model Canvas telah terbentuk namun belum tersusun secara sistematis, dengan ketergantungan utama pada pedagang pengepul sebagai satu-satunya saluran distribusi sehingga posisi tawar petani dalam penentuan harga masih lemah. Analisis SWOT mengidentifikasi kekuatan utama berupa kualitas produk alami dan loyalitas konsumen jangka panjang, sementara kelemahan utama terletak pada minimnya akses permodalan formal. Matriks SWOT menghasilkan dua belas alternatif strategi dengan prioritas penguatan branding, pemasaran digital, pengembangan kemasan, sertifikasi Halal dan PIRT, serta pembentukan koperasi petani.

Kata Kunci: Agroindustri, Gula Merah Tebu, Business Model Canvas, Analisis SWOT, Strategi Pengembangan.



DEVELOPMENT STRATEGY OF SUGARCANE BROWN SUGAR AGROINDUSTRY IN NAGARI ANDALEH BARUH BUKIK SUNGAYANG DISTRICT TANAH DATAR REGENCY USING BUSINESS MODEL CANVAS APPROACH

ABSTRACT

The sugarcane brown sugar agroindustry in Nagari Andaleh Baruh Bukik has significant economic potential but is still traditionally managed, with limitations in marketing, packaging, access to capital, and financial record-keeping. This study aims to describe the business model using the Business Model Canvas (BMC), identify internal and external factors through SWOT analysis, and formulate business development strategies. The study employed a qualitative descriptive method with a case study approach involving eleven key informants. The results show that all nine elements of the Business Model Canvas are present but have not yet been systematically structured and managed. The agroindustry relies heavily on collectors as the sole distribution channel, resulting in limited bargaining power among producers in determining prices. The SWOT analysis identified natural product quality and long-term customer loyalty as the main strengths, while limited access to formal financing was identified as the main weakness. The SWOT matrix generated twelve alternative strategies, with priority given to branding enhancement, digital marketing, packaging development, halal and PIRT certifications, and the establishment of a producer cooperative.

Keywords: Sugarcane brown Sugar Agroindustry; Business Model Canvas; SWOT Analysis; Business Development Strategy; Distribution Channel Dependence.

