

INTISARI

Koperasi Sumber Mulyo 5758 telah ditetapkan sebagai aktor pelaksana program Desa devisa rumput laut Kupang, Sidoarjo oleh Lembaga Pembiayaan Ekspor Indonesia sejak Desember 2021 namun hingga sekarang masih belum bisa melakukan ekspor rumput laut. Kendala dan permasalahan apa yang dihadapi akan diidentifikasi dalam penelitian ini sekaligus dilakukan perumusan desain model bisnis berkelanjutan sebagai alternatif solusinya. Metode penelitian yang digunakan yaitu kualitatif dengan menerapkan prosedur *action research*. Kuesioner UMKM Go Global – Bank Indonesia digunakan sebagai alat untuk mengidentifikasi permasalahan. Hasil identifikasi permasalahan dikategorisasi menjadi lima aspek sesuai *framework* ekonomi biru Keen et al. (2018). Hasil temuannya adalah (1) aspek ketahanan ekosistem; ancaman perubahan iklim dan banjir rob berdampak pada menurunnya kualitas dan kuantitas rumput laut, (2) aspek keberlanjutan ekonomi; keterbatasan modal untuk ekspor dan *supply and demand* ekspor belum terbentuk; (3) aspek keterlibatan komunitas; belum melibatkan aggregator ekspor; (4) aspek pengaturan kelembagaan; belum merencanakan model bisnis ekspor, dan (5) aspek kapasitas teknologi; belum menerapkan teknologi *digital marketing* untuk ekspor dan belum memiliki inovasi teknologi budidaya rumput laut. Temuan untuk model bisnis ekspor yang direkomendasikan adalah model bisnis B2B manufaktur dengan alur *supply chain* “nelayan/pembudidaya – Pengumpul/*Packing House*/Aggregator Lokal – Eksporthir/Trader/*Trading House*/Aggregator Ekspor – Industri/Manufaktur Negara Tujuan Ekspor”. Alat pemodelan bisnis yang digunakan adalah *Flourishing Business Canvas* (FBC) dan *Sustainable Business Model Design* (SBMD) Framework Lüdeke-Freund et al., (2024) karena dipandang relevan dengan konsep ekonomi biru yang memperhatikan aspek keberlanjutan (ekonomi, sosial, dan lingkungan). Penggunaan FBC dan SBMD framework di sektor ekonomi biru masih jarang dilakukan sehingga penelitian ini bisa mengisi gap riset tersebut. Penelitian ini juga sudah dilengkapi dengan saran dan rekomendasi untuk penelitian lanjutan.

Kata Kunci: Model Bisnis, *Flourishing Business Canvas*, Desa Devisa, Ekonomi Biru, *Sustainable Business Model Design*

ABSTRACT

The Sumbermulyo 5758 Cooperative has been appointed as the implementing actor for the Kupang, Sidoarjo Seaweed Foreign Exchange Village program (Program Desa Devisa) by the Indonesian Export Financing Institution (Lembaga Pembiayaan Ekspor Indonesia) since December 2021. Still, until now, it has not been able to export seaweed. The obstacles and problems faced will be identified in this study, as well as the formulation of a sustainable business model design as an alternative solution. The research method used is qualitative, and it implements action research procedures. The SME Go Global - Bank Indonesia questionnaire was used as a tool to identify problems. The results of the problem identification were categorized into five aspects according to the Keen et al. (2018) blue economy framework. The findings are (1) aspects of ecosystem resilience, the threat of climate change and tidal flooding have an impact on the declining quality and quantity of seaweed, (2) aspects of economic sustainability; limited capital for export and export supply and demand have not been formed; (3) aspects of community involvement; has not involved export aggregators; (4) aspects of institutional arrangements; has not planned an export business model, and (5) aspects of technological capacity; has not implemented digital marketing technology for export and does not have seaweed cultivation technology innovation. The findings for the recommended export business model are the B2B manufacturing business model with a supply chain flow of "fishermen/cultivators - Collectors/Packing Houses/Local Aggregators - Exporters/Traders/Trading Houses/Export Aggregators - Industry/Manufacturing of Export Destination Countries". The business modelling tools used are the Flourishing Business Canvas (FBC) and the Sustainable Business Model Design (SBMD) Framework Lüdeke-Freund et al., (2024) because they are considered relevant to the concept of a blue economy that considers aspects of sustainability (economic, social, and environmental). The use of the FBC and SBMD frameworks in the blue economy sector is still rare, so this study can fill this research gap. This study is also equipped with suggestions and recommendations for further research.

Keywords: Business Model, Flourishing Business Canvas, Foreign Exchange Village, Blue Economy, Sustainable Business Model Design