

SUMMARY

HARTS MUHASIBI. Development Inclusive Business Model Analysis (Case Study: Oogatamura Akitakomachi Seinsanya Kyokai Inc). Guided by ARIEF DARYANTO dan M JOKO AFFANDI.

Japan is one of countries with highest Gross Domestic Product (GDP) in the world. It has the GDP of US\$4.6 trillion in 2015. Although agriculture sector is surely not the largest contributor to the Japanese GDP, but it is highly considered by the Japanese government. One of commodities that plays an important role in developing Japanese economy is rice because it is the main food products in Japan.

Japan has several varieties of rice and one of them is Akitakomachi. It is included as superior commodity in Japan. It has the highest quality of unhulled rice grain with its taste remains the same. It is not too sticky like Koshihikari, but it is often used in the making of sushi, mocha, and onigiri due to its high water content so that it keeps sticking though it has becomes cold. One of companies successfully developing processed food products made from *Akitakomachi rice is Oogatamura Akitakomachi Seinsanya Kyokai Inc (OASKI).* It is a self-help partnership based company focusing on the development of rice commodity and has been established since 1988. It processes rice into various innovative gluten free products, such as brown rice, white rice, and germinated brown rice. The rice is also processed into rice flour as a raw material for noodles, bread, cake, pasta, and emergency food. This research aims to: 1) map the business model conducted by OASKI; 2) identify its strengths and weaknesses; 3) design a new business model that can be implemented by OASKI for its growth and development. It is conducted using descriptive method. The data used in this research are primary and secondary data that are collected through observation, interview, questionnaire, and literature study. The analytical tools utilized are Business Model Canvas (BMC) and Strength-Weakness-Opportunity-Threat (SWOT) matrix.

The result of this research shows that the main strength of OASKI lies in Key Activities and Customer Relationship element, with a really high score of 5. Its main weakness is in Key Resources and Cost Structure element. The opportunities of all elements in the business model of OASKI have an almost similar high score of around 4. The opportunity with the highest score exists in Customer Segments element. This element is the most complex one as it has high opportunity and threat. It has a threat with a high score of 4.5.

Several development strategies for OASKI refer to the development in Key Activities element, for example the addition of halal accreditation, recruitment of experts in halal food, and human resource training on halal food. OASKI needs to open new market segment as Japanese population tends to decline from year to year. The young population currently tends to not liking rice-based foods. Opening new market segment does not mean that OASKI must do the export because it has not been able to do it with its current resources. OASKI can harness its current potentials to fulfill the value desired by muslim consumers, namely halal products. The aspects that need to be paid attention to are not only hygiene but also the whole production process from the upstream to the

downstream that is according to the Islamic sharia. It surely needs to be supported by the human resources who understand about it.

Keywords: *Akitakomachi* rice, BMC, Japan, OASKI, SWOT

