



Research paper

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Boarding House Rental Business Plan "Maison" Using Business Model Canvas Analysis

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ABSTRACT

Maison is a business engaged in residential rental. Maison is a boarding house business that provides housing for students and workers who need a comfortable, safe and complete place to live with facilities such as laundry, catering, janitors and others. Boarding House Maison is in Gajah sub-district of Semarang city. Boarding House Maison is in a quite strategic place, close to minimarkets and hospitals. This Maison boarding house business plan focuses on two research objects, namely customer segment and value proposition using canvas business model analysis. The research method in designing this research uses a qualitative method with the Action Reseach method. This research was carried out through two stages, namely problem testing and solution testing by conducting interviews and observations to 30 respondents. The results of the study showed that there was a change in value proportion and customer segment.

1. Introduction

Semarang is a city that is gradually developing into a potential area to become an important industrial center on the island of Java and even support Indonesia's economy. Semarang has a multi-ethnic population and is one of the favorite cities for migrants. The increase in economic activity in Semarang has had a positive impact on per capita income growth in Semarang. Semarang's per capita income continues to increase from year to year. The growth in per capita income can have an impact on increasing people's purchasing power and standard of living. People with higher incomes can access better basic needs, such as food, health, and housing. Apart from being an industrial city, Semarang in Central Java is also one of the destinations for prospective students. Currently, Semarang has 58 universities spread across the region. Many students choose to study in the city of Semarang, and not a few of them come from outside the city or even outside the island. Therefore, there are many students or migrants in the city of Semarang.

Table 1 Number of Workers

Regency/ City	Number of Universities			Number of Students		
	State	Private	Total	State	Private	Total
Banyumas	1	20	21	21.468	35.294	56.762
Sukoharjo	-	12	12	-	48.403	48.403
Surakarta	2	36	38	50.102	49.685	99.787
Semarang	4	54	58	100.373	153.540	253.913

Migrant students can be defined as individuals who live and study in other regions with the aim of achieving a higher level of expertise (Lingga & Tuapattinaja, 2012). The large number of migrants in the city of Semarang has led to an increase in demand for rental accommodation. Boarding houses are one type of accommodation that can be rented and are in high demand among migrants. However, not all boarding houses in Semarang can meet the desires and preferences of students in terms of several factors. In choosing a good boarding house, several factors must be considered, such as environmental sanitation, price and facilities, accessibility, and security. The increase in the number of migrants has opened up considerable business opportunities. In addition to location being a high-potential factor in the boarding house business, the boarding house business, as a form of property investment, can provide profits from property price increases because, in the long term, land and building prices tend to increase.

2. Literature Review

2.1 Business Model Canvas Theory

The Business Model Canvas (BMC) is a canvas-shaped business framework consisting of nine interconnected elements. This model is used to describe, visualize, evaluate, and change business models in order to achieve optimal performance (Osterwalder and Pigneur, 2012). The Business Model Canvas concept is very useful for designing and assessing the strategies used by companies (Firdaus, 2022). There are nine elements in the Business Model Canvas, namely: Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Activities, Key Resources, Key Partnerships, and Cost Structure.

Picture 1 Business Model Canvas



2.2 Product Overview

Maison is a business engaged in residential rentals. Maison is a boarding house business that provides comfortable, safe, and fully-equipped accommodation for students and workers, complete with facilities such as laundry, catering, cleaning staff, and more. Maison boarding house is located in the Gajah Mungkur district of Semarang. Its vision and mission is to be the first choice for comfortable and safe accommodation for tenants, making them feel at home. By providing excellent service, maintaining the cleanliness of the building daily, offering numerous facilities to facilitate tenants' activities, and building good relationships with customers. Maison has a total of 12 rooms, with prices ranging from IDR 1,300,000 to IDR 1,800,000, featuring en-suite bathrooms, beds, wardrobes, desks, and more.



Picture 2 Maison Room



Picture 3 Maison Building



Picture 4 Maison Brochure

In addition to offering numerous facilities, Maison boarding house also markets itself through social media such as WhatsApp, TikTok, and Instagram, where it posts information for prospective tenants, such as facilities, location, and so on. Kos Maison also markets itself through online boarding house rental platforms such as Mami Kos, so that Maison boarding house can reach a wider audience and make it easier for prospective tenants to find and book rooms. Prospective tenants can also access information about Maison boarding house through its official website, where they can find not only basic information but also view monthly bills. In addition to online marketing, Maison boarding house also conducts offline marketing through the distribution of brochures. These brochures contain information about Maison boarding house, such as facilities, location, and other details. The distribution of brochures is carried out at universities and offices in the surrounding area to align with the criteria of potential tenants.

2.3 Business References

Maison uses 3 business references to develop business proposals:

a. 3 Tree Residen 3

Tree Resident is an exclusive boarding house located on Jl. Tulodong Bawah, Senayan, Kebayoran Baru, South Jakarta City, Jakarta. 3 Tree Resident offers 3 types of rooms that are fully furnished. There are also laundry, gym, and cleaning room facilities. 3 Tree Resident has 3 types of rooms with rates ranging from IDR 7,000,000 to IDR 8,500,000 per month.

b. At Home 19 At Home 19 is a room rental business located on Jl. Bangka, Pela Mampang, Kec. Mampang Prpt., South Jakarta City, Special Capital Region of Jakarta. At Home 19 offers many shared facilities, ranging from laundry, housekeeping, kitchen and dining room, lounge, to 24-hour security. At Home 19 has 6 types of rooms with rates ranging

from IDR 4,500,000 to IDR 7,200,000 per month.

- c. Amarelis Guest House Amarelis Guest House has 2 types of rooms, namely single rooms and double rooms, with prices ranging from IDR 1,500,000 to IDR 1,700,000 per month, IDR 800,000 to IDR 900,000 per week, and IDR 225,000 to IDR 275,000 per day. Facilities available for daily, weekly, and monthly rental include cleaning service, laundry room, and lounge area.

3. Methodology

3.1 Research Method

This research was conducted over a period of approximately one month from March 2024 to July 2024. The Maison boarding house research was conducted in the city of Semarang, Central Java. This location was chosen in order to measure the opportunity and market segmentation appropriate for the business to be run. Two techniques were used to collect data for the Maison boarding house research. The first technique involved interviews with respondents who were students and workers in the city of Semarang, particularly in the Gajah Mungkur subdistrict. Whereas an interview is a process of obtaining information for research purposes through a question and answer session between the interviewer and the interviewee (Bungi, 2013). The second technique was observation, which is a process of collecting data by directly observing the field. This was done to obtain supporting data for the Maison boarding house and its competitors. In collecting the research data, respondents were needed for the data to be collected by the researchers.

3.2 Data Analysis

Data analysis in this study uses qualitative methods with an Action Research approach. Qualitative methods are research steps that produce descriptive data in the form of writing, speech, or observed behavior. The purpose of qualitative research is to gain a comprehensive understanding. Meanwhile, Action Research is a scientific approach that aims to take actions that can improve and build knowledge or theory about those actions. In the Action Research method, researchers play an active role as part of the situation being studied to solve existing problems. The stages in research using the Action Research method include: problem diagnosis, action planning, action implementation, and action evaluation.

3.3 Extraction of Business Model Hypotheses

A hypothesis is an estimate or prediction of the possible outcome of a study. Hypotheses in business models include factors such as customer needs, the attractiveness of the value proposition, and market segment sustainability, which can be tested through experiments and data to validate the feasibility and potential success of the business. The following is an extraction of hypotheses from the Maison business model.

Table 2 Maison BMC

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segment
PLN And PDAM Building contractor Supplier Furniture and Fixture	Searching for land Designing and building boarding houses Promoting Managing boarding houses	Coin laundry Complimentary drinking water Morning catering Complimentary room cleaning service	Satisfactory service Testimonials Promotions	Students Workers
	Key Resources		Channels	
	Building Employees Website		Social media Platform Website	
Cost Structure			Revenue Stream	
Fixed Cost Variable Cost			Rent Room	

4. Discussion

4.1. Overview

An overview of the business model canvas research entitled “Business Plan for ‘Maison’ Boarding House Rental Using Business Model Canvas Analysis” has gone through the research stage using interview and observation techniques. This research was conducted from March 2024 to July 2024 with a total of 30 respondents. The data obtained by the researchers was then processed using established techniques. This was done so that the researchers could obtain the desired results in accordance with the data required for this study. The following are the details of the respondent classification:

Table 3 Respondents Total

No	Respondents	Region	Total
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1	Students	Semarang	25
2	Workers	Semarang	5
Total			30

4.2. Industry and Market Size Analysis

There are many ways to conduct industry analysis, such as Porter's 5 Forces, PETS Analysis, and SWOT Analysis. In this study, the author uses SWOT analysis. SWOT analysis is a systematic identification of several factors in order to formulate a company strategy (Rangkuti, 2016). The analysis is based on logic to maximize the impact of strengths and opportunities. It also aims to minimize the impact of weaknesses and threats.

Table 4 Maison SWOT

Maison			
Strengths	Weaknesses	Opportunities	Threats
There are many types of rooms	Rental fees do not include electricity	There are many campuses and offices	The fierce competition in the boarding house business in Semarang
The facilities offered are quite complete	Limited of rooms available for rent	The location is strategic, in the center of the city	There are boarding houses with lower prices
Coin laundry facilities are available	Prices are quite high	There are many migrants in the city of Semarang	

In addition to Industry Analysis, researchers also conduct Market Size Analysis. Market Size Analysis, or market measurement, is conducted to gauge the potential size of the market that can be reached. Market Size Analysis is the process of determining the total potential that can be generated from a product or service in a particular market. In analyzing Market Size, there are three main concepts, namely Total Addressable Market (TAM), Serviceable Available Market (SAM), and Target Market (TM). TAM, SAM, and TM are calculation methods for measuring market share to estimate business profits and growth.

A. Total Addressable Market

TAM is the total revenue that can be achieved if the company's products or services successfully capture 100% of the available market. In the Maison boarding house business, the TAM used includes the number of new students at several universities located in Gajah Mungkur, namely: Stikubank with 22 students, Wahid Hasyim University with 735 students, STIE University with 377 students, and UNNES with 59 students in the faculty of medicine. The TAM at Maison Boarding House is 1,193 people.

Table 5 Universities Students

2023			
Universities	New	Active	Total
Stikubank	22	1955	1977
Wahid Hasyim	735	6603	7338
STIE	377	2188	2565
UNNES FK	59	609	668

B. Serviceable Available Market

SAM is part of TAM that can be reached by companies after selection based on products, services, and other factors. The SAM percentage of 10% is assumed based on the gender of students at four universities in Semarang.

C. Target Market

TM is part of SAM that the company strives to achieve and serve. In the Maison boarding house business, the TM used is adjusted to the capacity of Maison boarding houses. In a year, Maison boarding house is assumed to have 24 customers. The TM of Maison boarding house is 24 people. It is assumed that of the total 24 people, all are students with a rental period of 6 months each, or equivalent to 1 semester. Thus, each room unit can be rented twice a year, in accordance with the study period of the students who rent it.

4.3. Problem Test

During the problem testing stage, researchers tested Maison's customer segment and value proposition by interviewing 30 respondents who were Maison's target customers. Respondents aged 18-25, who are students and workers, have a budget allocation for housing of IDR 1,500,000 - IDR 2,000,000, and the majority of respondents have experience renting boarding houses. The following are the results of the problem testing conducted on 30 respondents.

Table 6 Problems Result

Variables	Problems
Budget	From the results of the survey, more than 50% of respondents allocate a budget of

	less than IDR 1,000,000 for rent
Room Cleanliness	50% of respondents feel that room cleanliness is the responsibility of the tenant.
Building Cleanliness	Dirty buildings are one of the problems that respondents often encounter.
Inadequate facilities	Inadequate facilities, such as tenant capacity not matching the capacity of the facilities, are also one of the problems that many respondents encounter.
Strict rules	Strict rules, such as curfews, often inconvenience tenants who are active late into the night.

4.4. Business Model Change

During the business model update stage, adjustments will be made to the Maison boarding house business model canvas based on the results of the problem testing. These adjustments are implemented in order to improve and update the business model canvas, which will later be validated during the solution testing stage. The following are some improvements to the Maison boarding house business model canvas:

Table 7 Business Model Improvements

Initial Business Model	Business Model Improvements
Customer Segment Students and Workers	Customer Segment Students and workers with a boarding house rental budget allocation of >1,500,000
Value Proposition Coin laundry available Free drinking water facility Morning catering available Free room cleaning service available	Value Proposition Laundry Coin available Free drinking water facility Morning catering available Room cleaning service available (Optional)

4.5. Test and Solution Results

Based on feedback from respondents, researchers conducted solution testing to evaluate and ensure that the proposed solutions were appropriate and could meet the needs of future customers. Solution testing was conducted to offer solutions to the problems identified in the problem testing stage. The respondents involved in solution testing were the same as those in problem testing. It is hoped that the problems identified by respondents will provide new opportunities for improvement in the business model canvas at Maison.

Table 8 Solution Results

Variables	Problem	Solution	Results
Budget	From the results of the problem test, more than 50% of respondents allocate a budget of less than IDR 1,000,000	Offering a 3-month rental package with a 10% discount.	Valid
Room cleanliness	50% of respondents feel that room cleanliness is the responsibility of the tenant.	Room cleaning services are optional, and prices are adjusted according to the facilities provided.	Valid
Building cleanliness	Dirty buildings are one of the problems that respondents often encounter.	Daily building cleaning is enforced.	Valid
Inadequate facilities	Inadequate facilities, such as tenant capacity not matching the capacity of the facilities, are also one of the problems that many respondents encounter.	Facilities will be checked periodically and adjusted according to the capacity of the boarding house.	Valid
Strict rules	Strict rules, such as curfews, often inconvenience tenants who are active late into the night.	Curfew is still enforced, but tenants will be given a spare gate key.	Valid

Based on the results of testing the solution on 30 respondents. A total of 27 respondents agreed and 3 others disagreed with the solution of a 3-month package price with a 10% discount. Apart from this issue, respondents agreed with solutions to other problems such as: room cleaning services becoming optional, regular building cleaning, periodic checks of available facilities, and the continued implementation of additional curfew hours for tenants who also receive gate keys. Overall, almost all of the solutions provided by Maison were accepted by the respondents. The results of the solution test showed that the solutions offered were generally acceptable and considered appropriate for the needs of tenants.

After the researchers conducted the problem testing and solution testing stages on the initial business model, improvements were made to the Value Proposition. Based on the table below, the verification of the Maison boarding house business model resulted

in additions to the Value Proposition elements that align with the expectations of potential customers after conducting problem testing and solution testing, as well as incorporating some suggestions from respondents. Therefore, the results of the improvements to the verification of the Maison boarding house business model canvas are as follows:

Table 9 BMC Improvement

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segment
PLN And PDAM Building contractor Supplier Furniture and Fixture	Searching for land Designing and building boarding houses Promoting Managing boarding houses	Coin laundry Complimentary drinking water Morning catering Room cleaning service available (Optional) Package prices available	Satisfactory service Testimonials Promotions	Students and workers with a boarding house rental budget allocation of >1,500,000
	Key Resources			
	Building Employees Website		Social media Platform Website	
Cost Structure			Revenue Stream	
Fixed Cost Variable Cost			Rent Room	

5. Conclusion

Based on the results of research and discussion regarding the Maison boarding house business, the author can conclude that there have been changes related to the customer segment and value proposition elements of the business model canvas. The following are the conclusions drawn by the researcher:

- In the customer segment element of Maison boarding houses, changes occurred after problem and solution testing was conducted. The customer segment for Maison boarding houses remains students and workers, with the addition of a boarding house rental budget allocation of > 1,500,000.
- For the value proposition element of Maison boarding houses, there has been a change after conducting problem and solution tests, namely the introduction of a 3-month rental package with a 10% discount. Room cleaning services are now optional.

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