

Business Model Design Based on Blue Ocean Strategy Based for Eco-Friendly Sativa Mouthwash

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Abstract—Sativa mouthwash based on 3% nigella sativa extract contains thymoquinone which can reduce the porphyromonas gingivalis bacteria that causes gingivitis and bad breath. Based on the inhibition zone test it can reduce the E faecalis bacteria that causes cavities. Oral hygiene and health have a broad impact on the condition of the immune system of all organs of the human body. Such a great opportunity for the development of the world of health, it is necessary to develop a business strategy for Sativa mouthwash products through the Business Model Canvas and its blue ocean strategy. Problems that often occur to consumers with a tropical climate in Indonesia are oral health problems and concerns about product safety for the health of other organs. This research method uses descriptive analysis with case studies on Sativa brand mouthwash products. The results of the SWOT analysis are in quadrant I (1.610928; 2.326923), indicating that there are still many strengths and opportunities for the development of the Sativa mouthwash product business. Progressive action is needed through the redesign of the Business Model Canvas, followed by the preparation of the Blue Ocean Strategic using a four-step framework, including no longer using unprofessional key partners, reducing waste in the production and distribution process, increasing value propositions, and creating a unique and attractive web for educating community about the importance of oral health and the importance of using mouthwash that is safe and eco-friendly.

Keywords : *Nigella Sativa*, *SWOT*, *BMC*, *BOS*.

I. INTRODUCTION

Nigella sativa or habatussauda or better known as black cumin is found in Southeast Asia, including Indonesia. In Indonesia, Nigella sativa extract has been widely used for traditional medicine such as cough, asthma, bronchitis, influenza and eczema. Nigella Sativa Extract is an antioxidant, antimicrobial, antitumor and stimulating effect on the body's immune system. Nigella Sativa extract contains 18.4-24% thymoquinone (TQ) as the main ingredient of essential oil. In oral health care, the use of mouthwash containing Nigella Sativa extract has been studied in the long term to be effective in reducing plaque by 20-35% and can reduce gingivitis by 25-35% [1].

The use of mouthwashes that still contain 5-25% alcohol can cause dry mouth problems, increase the risk of oral cancer and affect the surface of composite resin fillings [2]. In general, oral health and hygiene problems can be prevented by using mouthwash. In terms of side effects and efficacy, herbal antiseptic mouthwashes have better prospects than mouthwashes containing alcohol [3]. Nigella sativa-based mouthwash product innovation is an alternative to obtain products that are clean, healthy, safe, eco-friendly and sustainable. As a product of continuous innovation, a business development model is needed so that it can be evaluated periodically and continuously to meet the wishes of its customers. The Business Model Canvas visualizes the way an organization creates, captures and delivers value [4]. The Business Model Canvas is divided into nine blocks consisting of customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures. The nine blocks cover four main business areas, namely customers, supply, infrastructure and financial feasibility, which provide an overview for

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businesspeople on market response and direct decision making against competitors [5].

Based on the results of the SWOT analysis, a new Business Canvas Model can be developed which is then continued with the Blue Ocean Strategic using the Four-Step Framework, namely no longer using naughty or unprofessional Key Partners, conducting intense evaluations of Key Activities to reduce waste that still often occurs in the production process and its distribution, increasing Value Propositions as products that have their own characteristics or uniqueness and creating websites, advertisements and other events that are unique and interesting in order to educate the public about the importance of health and care for teeth, gums and oral cavity and the importance of using drugs Safe, alcohol-free and eco-friendly mouthwash.

Research Problem

The formulation of the problem in this study is: "How to develop a more effective strategy for selling Nigella Sativa-based mouthwash products through the SWOT, BMC and BOS Analysis approach?"

Research Objective

This research has objectives to be achieved, which is:

1. Identify the BMC of Nigella Sativa-based mouthwash products
2. Conduct a SWOT analysis on the Nigella Sativa-based mouthwash product business system
3. Prepare BOS for the development of Nigella Sativa-based mouthwash products

Research Benefit

This research is expected to provide the following benefits:

1. For the company to develop a new strategy to increase sales productivity of Nigella Sativa based Sativa mouthwash
2. For readers to get an overview of the business and health benefits of Nigella Sativa-based Sativa mouthwash products

Research Scope

The scope of this research focus on:

1. This research was carried out by utilizing the data and conditions at the time the research was conducted
2. This research was completed only up to the BOS preparation stage

Research Output

The output of this research are:

1. Industrial Engineering Journal

2. Addition of Teaching Materials for Innovation and Creative Industry Management Courses

II. LITERATURE REVIEW

A. Nigella Sativa

Nigella Sativa (habbatussauda) in Indonesia is known as black cumin. In English it is called black seed, while in Arabic it is called al-habba al-barakah, namely seeds that bring blessings. Nigella Sativa is native to Southern Europe, North Africa and South Asia. Narrated in Al Bukhari, the Prophet Muhammad SAW recommended the use of Black Seed as a medicinal ingredient. Nigella Sativa seeds are dark black in color which contain oil with various nutritional content namely oleic (omega 9), linoleic (omega 6), linolenic (omega 3) essential oils, phytosterols, alkaloids, thymoquinone, dithymoquinone, thymohydroquinone and thymol which are efficacious for building the immune system body, maintaining health, and curing disease. [6].



Figure 1. Nigella Sativa Oil. (Junaedi, 2011)

Professor ELDakhakny (1960) reported that Nigella Sativa oil was able to soothe and heal inflammation. In 1995, scientists at the Pharmacology Research Laboratories, Department of Pharmacy, Kings College, London, found that Nigella sativa oil inhibited the growth of eicosanoids and exhibited antioxidant cell activity[7]. Nigella Sativa extract can inhibit and kill the growth of *Streptococcus mutans* starting at a concentration of 3% as shown in table 1 below:

DOI : <https://doi.org/10.36456/tibuana.6.1.6497.44-57>**Table 1. The results of the inhibition diameter of the methanol extract of black cumin seeds (*Nigella Sativa*) against *Streptococcus mutans* bacteria [8]**

Konsentrasi ekstrak methanol biji jintan hitam	Diameter hambatan (mm)			Rata-rata Daya Hambat mm
	I	II	III	
3%	0,70	0,72	0,65	0,69
4%	0,61	0,65	0,60	0,62
5%	0,75	0,71	0,71	0,73
6%	0,84	0,86	0,79	0,83
7%	0,77	0,73	0,81	0,75

Nigella sativa extract showed significant antibacterial activity against bacteria that cause periodontitis and pulpitis. At a concentration of 3%, it has the highest inhibition against periodontitis-causing bacteria, namely *P Gingivalis*, *Aggregatebacter Actinomyces-temcomitans* and *E Faecalis* compared to 0.1% doxycycline and 1% metronidazole. *Nigella Sativa* extract in the antioxidant test, has free radical scavenging activity at a concentration of 3%. Cytotoxic test on fibroblast and osteoblast cell cultures concluded that *Nigella Sativa* 3% had viability above 90%[9]. According to Mahfouz and el-Dakhakhny (1959) nigellone and thymoquinone in *Nigella Sativa* are very effective in curing respiratory disorders, anti-inflammatory, anti-pain and antioxidants which function to remove toxins in the body. In traditional medicine, the benefits of *Nigella Sativa* are: promoting childbirth, treating ulcers, asthma, blood sugar, cholesterol, diphtheria, coughs, influenza and chicken pox[10].

B. Oral Cavity Diseases

Diseases of the oral cavity are still common in Indonesia, including the formation of dental caries due to microorganisms originating from carbohydrates that stick to the teeth and gums. In every ml of saliva there are 10 to 200 million bacteria. One of the bacteria that is often found is *Streptococcus mutans*[11]. Injuries to the tissues of the oral cavity caused by bacteria, trauma, chemicals or heat, these tissues will release various substances that cause tissue changes which are called inflammation. Inflammation or inflammation is a process that includes tissue damage, changes in local circulation, infiltration into the area of injury,

local cell proliferation and new cell growth. In conditions where the oral cavity is inflamed, the administration of *Nigella Sativa* Extract will affect changes in the quantity of immunocompetent cells which increase for the healing process[7].

In the field of periodontal disease, *Nigella Sativa* Extract is able to inhibit the growth of supragingival plaque bacteria. Experiments on wistar rats, *Nigella Sativa* Extract therapy in drinking water has a lower periodontal index and significantly lower number of sub-gingival bacteria compared to the control group. Through in vivo studies, administration of *Nigella Sativa* Extract helps in the prevention of periodontal disease because it reduces alveolar bone resorption. Administration of periodontal chips containing *Nigella Sativa* Extract in chronic periodontitis showed significant clinical improvement compared to the chitosan group. In the endodontic field, intracanal antiseptics is a fundamental step in root canal therapy. Root canal irrigation material sodium hypochlorite (NaOCl) shows excellent antimicrobial activity but often causes toxic effects on periapical tissues, so an irrigation fluid that is antibacterial and non-toxic is needed. The herbal product *Sativa* mouthwash has been shown to significantly inhibit the *E faecalis* bacteria equivalent to 2.5% and 5% NaOCl solutions[9]. Clinical trials of *Nigella Sativa* Extract showed a bactericidal effect with a maximum inhibition zone of 26 mm in diameter for *Enterobacter cloacae*, 22 mm in diameter for *Streptococcus oralis*, 21 mm in diameter for *Streptococcus anginosus*, 20 mm in diameter for *Staphylococcus epidermides*, and 16 mm for *Enterobacter cloacae*, *Streptococcus oralis*, *Streptococcus anginosus*, *Staphylococcus epidermides* and *Enterococcus durans*[12]. Another study was to compare the response of histopathological pulp with *Nigella Sativa* Oil Extract and formocresol in experimental animals, showing mild to moderate vasodilatation with some inflammatory cells and a continuous odontoblastic layer. Whereas administration of formocressol showed advanced inflammation with severe vasodilatation and infiltration and degeneration of inflammatory cells. Thus the application of *Nigella Sativa* Oil Extract succeeded in maintaining the vitality of the pulp, so that it can be developed into a good pulpotomy agent in clinical practice[13]. In the field of oral medicine, ulceration of the oral cavity is a painful lesion resulting from mild local trauma to significant systemic conditions including haematological, gastroenterological, dermatological,

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immunological, and malignant diseases such as cancer. Treatment with Nigella Sativa Oil Extract was successful in healing oral ulcers and accelerating the healing of the lesions, as it inhibits the growth of pathogenic organisms at the lesion site, which can slow down the healing process. In the field of oral surgery, Nigella Sativa Extract is reported to induce bone healing in the extracted tooth socket and result in more rapid formation of bone trabeculae. Al Hijazi and Mohammed in 2013 gave Nigella Sativa Extract in the form of powder or oil to samples of 24 male rabbits and compared healing with the other side of the mouth (group control)[14]. The results showed osteoid formation in the first week and trabecular bone formation in the 6th week. Herbal plants can be used as a mixture of graft materials because they can increase osseointegration. Al Najar and Mohammed in 2009 investigated the effect of Nigella Sativa Oil Extract on the surface of bone implants and stated that coated implants had much better torsional resistance than uncoated implants, and there were no adverse tissue reactions. Nigella Sativa extract has important antioxidant, anti-bacterial, anti-inflammatory and cytoprotective potentials, so it has great opportunities in herbal medicine in the field of dentistry[15]. The development of Nigella Sativa extract formulations in nano biotechnology can be analyzed for the development of dental materials in the future [9].

C. Sativa Mouthwash



Figure 2. Prof. Dr. Ernie Maduratna Setyawati, drg., M.Kes., Sp.Perio(K) [16]

Prof. Dr. Ernie Maduratna Setyawati, drg., M.Kes., Sp.Perio(K) as a lecturer at the Faculty of Dentistry Universitas Airlangga. Apart from teaching, Prof. Dr. Ernie Maduratna Setyawati, drg., M.Kes., Sp.Perio(K) as a Professor in Periodontology is always committed and actively contributes to the creation of innovative national

dental health products. Prof. Dr. Ernie Maduratna Setyawati, drg., M.Kes., Sp.Perio(K) succeeded in downstreaming and patenting several studies in the field of periodontics including Antimicrobial Topical: Tetracycline Gel (tetracycline gel from local antimicrobials), Periobrush (toothbrush for early detection of inflammation) gums), Nigella Sativa Mouth Wash (antibacterial, antioxidant, and anti-inflammatory mouthwash).

Sativa mouth wash is based on natural ingredients from Nigella Sativa and tea tree oil. Functions against bacterial, fungal, and viral attacks in the oral cavity. Maintain cleanliness of the oral cavity and canker sores. Contains habatussauda extract which can strengthen the defenses of teeth and gums against cavities and gingivitis. How to use: Pour 10 cc (using a bottle cap with a size). Gargle for 30 seconds then spit and rinse with clean water. Already registered with BPOM.



Figure 3. Sativa Mouthwash Product [17]

D. Bussines Model Canvas

The concept of a business model evolved with the development of e-business. In the Business Model Generation book, business models are used to describe the rationale for how organizations create, deliver and capture important elements related to economic, social and others. [18]. The Business Model Canvas is a canvas approach that is presented in a visual form in the form of a painting canvas which is very easy for the reader to understand. Of the various existing model forms, the Business Model Canvas is the most unique, consisting of 9 elements of business activity areas outlined on 1 canvas sheet. namely: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key activities, Key Partnerships, and Cost Structures as follows:

DOI : <https://doi.org/10.36456/tibuana.6.1.6497.44-57>**Customers Segments**

Differentiation of human groups or organizations to determine goals in providing benefits for the company. To increase customer satisfaction, segmentation is needed so that it focuses on developing its business strategy based on characteristics, habits, needs and others.

Value Propositions

In the form of products or services that create value for certain customer segments which make the reason customers choose products and services from these companies because they have advantages in solving problems and meeting consumer needs.

Channels

Media for companies to communicate with consumers to deliver value propositions.

Customer Relationships

Guidance in maintaining the continuity of the company's relationship with consumers.

Revenue Streams

Income received by the company from consumers for the value proposition provided by the company.

Key Resources

The main resource needed to provide added value to consumers as well as an important company asset to determine the company's success in operating its business model.

Key Activities

The main activities a company must perform to make its business model work.

Key Partnership

Collaborative partners who make business models run well. Companies create alliances to optimize their business models, reduce risk, or acquire resources.

Cost Structure

Description of expenses or costs required to run the business process. These 9 elements are the elaboration of the 4 main pillar designs that must exist in a business. The four pillars are: offers, customers, infrastructure, and financial [18]. Bastian & Coes, 2014 stated that the Business Model Canvas focuses on implementing the basic ideas to create value in an organization. Through the Business Model Canvas, you can see a complete and detailed picture of the business model regarding the key elements of the business that is being run. An effective step to assess the integrity of the entire business model is to combine SWOT analysis

(Strengths, Weaknesses, Opportunities, Threats) through the Business Model Canvas (BMC) followed by the Blue Ocean Strategic[19].

E. SWOT Analysis

SWOT analysis according to David, Fred R., 2011[20]:

1. Strengths
Resources, skills, situations, conditions or other advantages possessed by the company.
2. Weakness
Limitations or deficiencies related to resources, skills and capabilities that hinder company performance.
3. Opportunities
Important conditions and situations that benefit the company in achieving its goals.
4. Threats
Important unfavorable conditions or situations that could pose a threat to the company. Richard L. Daft (2010) states that SWOT analysis includes efforts to identify strengths, weaknesses, opportunities and threats to determine company performance. Meanwhile, Pearce and Robinson emphasized that SWOT analysis is part of the company's strategic management process in identifying strengths, weaknesses, opportunities and threats [21]. SWOT analysis is formulating a strategy through understanding the strengths and weaknesses of the products or services we offer in facing market opportunities and threats[22].

F. Blue Ocean Strategy

Kim and Mauborgne (2005) define a new market space that is not tight with elements of competition. Value innovation is the spearhead of the Blue Ocean Strategy [23]. Value innovation is created to influence the cost structure and offerings for consumers. Cost savings are made by eliminating and reducing factors that become points of competition in the industry. To realize the Blue Ocean Strategy through value innovation, an analytical framework is needed, namely a four-step framework as follows: eliminate, reduce, increase, and create. The high potential of Blue Ocean Strategy includes three complementary qualities, namely: Focus (not spreading its efforts to all the main factors of competition), Divergence (moving away from players by looking for and seeing alternatives instead of comparing), Attractive Motto (able to convey, advertise and offer products clearly and

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honest[24]. The term Blue Ocean refers to industries or markets that have not yet emerged or are not yet competitive. Demand in Blue Ocean is created and not contested, so the size of the market and demand in the market are unlimited. The Four-Step Framework with the Eliminate-Reduce-Increase-Create Scheme is part of the Blue Ocean Strategic, covering:

- a. Eliminate, removing that is an alternative to eliminating factors that become obstacles in competing for businesspeople.
- b. Reduce, a process of reflecting on whether the products produced so far are effective, right-on target and not overly designed to just follow or win the competition.
- c. Raise, a process to encourage companies to increase their potential.
- d. Create, a creative and innovative step for businesspeople in finding new ideas that are measurable and can be implemented as well as encouraging the emergence of new requests thereby contributing to an increase in Revenue Stream.

III. RESEARCH METHODOLOGY

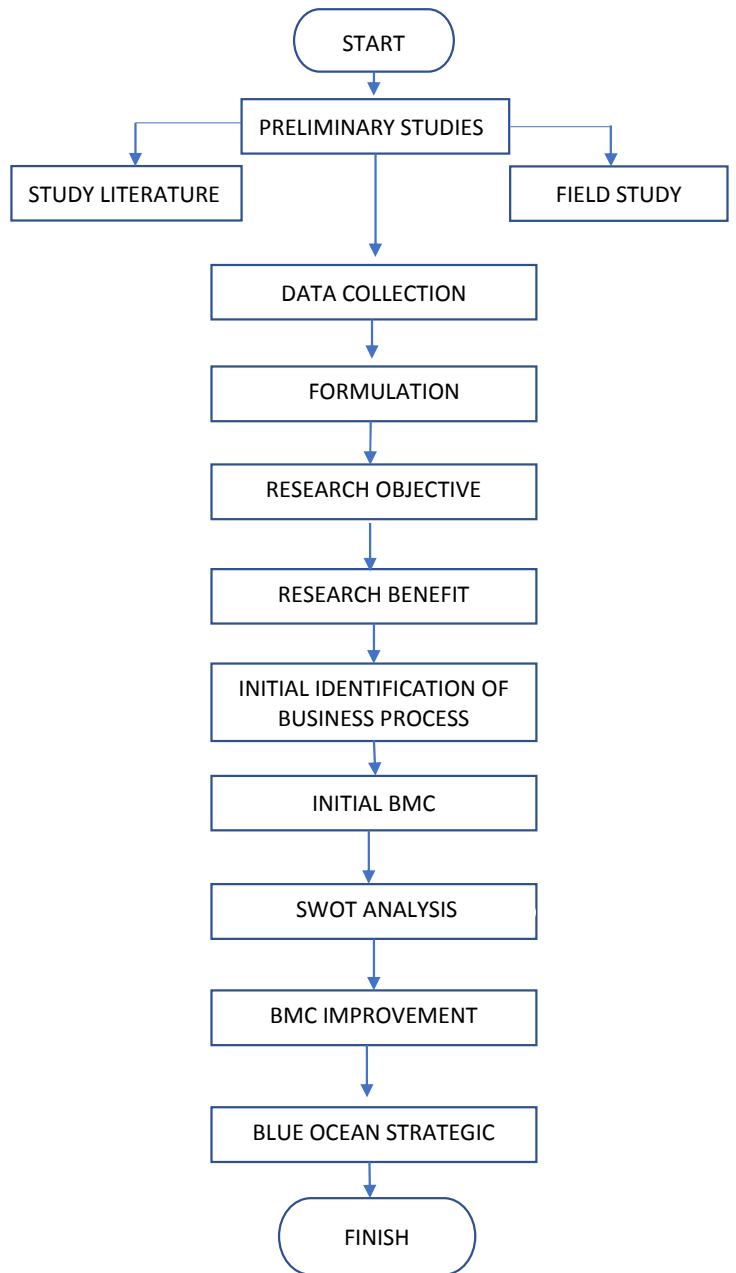


Figure 4. Research Flow Chart.

IV. DISCUSSION

A. Initial Business Model Canvas

Initial Business Model Canvas				
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Raw material suppliers Production building owner Freight forwarding agent endorse PDGI Development Department Dental Clinic	Procurement of raw materials	Eco-friendly product	Promotion Customer Service Community	Mouthwash users all ages Men and women who care about oral hygiene and health
	Production	Contains Nigella Sativa Extract		
	Marketing and sales	Anti-inflammatory	Channels Online shop retail store endorse Dental clinic	
Product development and design	Antimicrobial			
	Key Resources	Antioxidant		
	HR	There is a clear measure at the right dose		
	Production	Prevents plaque formation		
	Equipment	Prevent bad breath		
	Raw material	Prevent thrush		
	Fund	Prevent dental caries		
	Production place	Prevent dry mouth		
		Maintain oral hygiene		
		Safe for all ages		
		Alcohol free		
Cost Structure		Revenue Stream		
Raw material costs Cooperation fee Direct labor costs Factory overhead costs (variable and fixed) Non-production costs and taxes		Sales at a price of IDR 25,000 per 200 cc unit		

Figure 5. Initial Business Model Canvas (Osterwalder dan Prigner 2012)

B. SWOT Analysis

STRENGTH	WEAKNESS
Contains Nigella Sativa 3% Contains Thymoquinone as antibacterial and antifungal at low concentrations Contains tea tree oil Protects teeth from disease and cavities Protects teeth from bacteria, viruses and fungi Anti-inflammatory Antioxidant Antimicrobial Anti-tumour Reduces plaque bacteria Removes plaque bacteria Prevent bad breath Prevent thrush Prevent dental caries Prevention of the spread of the covid virus Prevents dental plaque and other periodontal diseases The gingival surface and colour return to normal Use 4 weeks 2 times a day to cure gingivitis complaints Gingivitis preventive measures Treatment of gingivitis Improve oral hygiene Freshen breath Provides stimulation to the body's immune system Eco-friendly product Concentration of 3% can reduce free radicals up to 90% As a substitute product for synthetic drugs which are relatively more expensive Synthetic drug substitute products that have side effects on the body	Limited customers who have realized the importance of dental and oral health Product information to the public is not optimal The use of social media is not optimal There are no colour variants yet There are no flavours yet There are no scent variants yet There are no packaging variants yet Brand Image has not been able to dominate the market Customer surveys for quality improvement have not been maximized Raw materials easily imitated by new competitors Marketing personnel have not worked optimally There are not many partners Overhead costs have not been controlled optimally

<p>Does not contain alcohol Can be used for people with dry mouth Can be used for people with canker sores Can be used for people with pain when swallowing / chewing It can be used for people with oral cavities and gums who are sensitive to alcohol Safe to use for toddlers with the dosage recommended by the dentist Safe for the elderly who have decreased organ function with the dosage recommended by the dentist Cleaning the oral cavity There is a clear size and the right dose Safe Minimize side effects Pleasant Economical Practical Effective</p>	
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Figure 6. SWOT Analysis on Strength and Weakness

OPPORTUNITY	THREAT
<p>It is human nature to appear healthy, smell good with an attractive and cheerful smile The Covid outbreak has made everyone aware of oral hygiene and health The incidence of dental caries is still relatively high Nigella sativa raw material sources are abundant and have commercial potential Customer complaints of mouthwash containing alcohol Customer complaints about mouthwash that feels stinging and hot Customer complaints about mouthwash which has a side effect of dry mouth Customer complaints about mouthwashes that have a negative impact Customer complaints about the inconvenience of using other mouthwashes Customers are concerned about the safety of using other mouthwashes Customer complaints about mouthwashes that cause irritation or canker sores Customer complaints about sensitive oral health conditions Enthusiasm of elderly customers for oral health conditions The impractical use of other mouthwashes that must be rinsed Instructions for use or dosage of other mouthwash that are not appropriate Customer concern about the contribution to the emergence of oral cancer Green Consumerism is increasingly realizing the importance of environmentally friendly products Green Consumerism makes people aware of their rights to get safe products Great opportunity for expansion to fill various market segments Cooperation with hospitals, hotels, resorts, corpotare, dental clinics and other health clinics Suitable for customers who require high practicality or mobility</p>	<p>Opportunities for consumers to buy substitute products are getting tighter The emergence of new competitors Consumers who are increasingly intelligent, critical, creative, and selective in choosing products Competitors who have better networks and partners Competitors that have better distribution channels Better known competitors and manage the market Relationships decreased due to not meeting expectations Depends on only one stream of income Certain raw material supply constraints Threats to the quality of raw materials Increase in the price of raw materials The emergence of other innovative products that are better Unprofessional partners Partners who cooperate with competitors High tax fees Electricity and other costs have increased significantly</p>

Figure 7. SWOT Analysis on Opportunity and Threat

Strength Analysis

Table 2. Strength Calculation on SWOT Analysis

STRATEGIC FACTOR STRENGTH	WEIGHT	RATE	SCORE
Contains Nigella Sativa 3%	0,029703	5	0,14851
Contains Thymoquinone as antibacterial and antifungal at low concentrations	0,019802	5	0,09901
Contains tea tree oil	0,009901	5	0,0495
Protects teeth from disease and cavities	0,029703	5	0,14851
Protects teeth from bacteria, viruses and fungi	0,019802	5	0,09901
Anti-inflammatory	0,029703	5	0,14851
Antioxidant	0,019802	3	0,05941
Antimicrobial	0,029703	5	0,14851
Anti-tumour	0,019802	4	0,07921
Reduces plaque bacteria	0,029703	5	0,14851
Removes plaque bacteria	0,029703	4	0,11881
Prevent bad breath	0,019802	5	0,09901
Prevent thrush	0,009901	4	0,0396
Prevent dental caries	0,029703	5	0,14851
Prevention of the spread of the covid virus	0,019802	5	0,09901
Prevents dental plaque and other periodontal diseases	0,029703	5	0,14851
The gingival surface and colour return to normal	0,029703	5	0,14851
Use 4 weeks 2 times a day to cure gingivitis complaints	0,029703	5	0,14851
Gingivitis preventive measures	0,029703	5	0,14851
Treatment of gingivitis	0,029703	5	0,14851
Improve oral hygiene	0,019802	5	0,09901
Freshen breath	0,019802	5	0,09901
Provides stimulation to the body's immune system	0,009901	5	0,0495
Eco-friendly product	0,019802	5	0,09901
Concentration of 3% can reduce free radicals up to 90%	0,029703	5	0,14851
As a substitute product for synthetic drugs which are relatively more expensive	0,019802	3	0,05941
Synthetic drug substitute products that have side effects on the body	0,019802	3	0,05941
Does not contain alcohol	0,019802	5	0,09901
Can be used for people with dry mouth	0,019802	3	0,05941
Can be used for people with canker sores	0,009901	3	0,0297
Can be used for people with pain when swallowing / chewing	0,019802	4	0,07921
It can be used for people with oral cavities and gums who are sensitive to alcohol	0,019802	4	0,07921
Safe to use for toddlers with the dosage recommended by the dentist	0,019802	4	0,07921
Safe for the elderly who have decreased organ function with the dosage recommended by the dentist	0,029703	5	0,14851
Cleaning the oral cavity	0,029703	4	0,11881
There is a clear size and the right dose	0,029703	4	0,11881
Safe	0,029703	4	0,11881
Minimize side effects	0,029703	3	0,08911
Pleasant	0,029703	3	0,08911
Economical	0,019802	3	0,05941
Practical	0,029703	4	0,11881
Effective	0,029703	4	0,14851
TOTAL	1		4,42574

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STRATEGIC FACTOR WEAKNESS	WEIGHT	RATE	SCORE
Limited customers who have realized the importance of dental and oral health	0,037037	1	0,037037
Product information to the public is not optimal	0,074074	2	0,148148
The use of social media is not optimal	0,111111	4	0,444444
There are no colour variants yet	0,037037	3	0,111111
There are no flavours yet	0,037037	2	0,074074
There are no scent variants yet	0,037037	2	0,074074
There are no packaging variants yet	0,111111	3	0,333333
Brand Image has not been able to dominate the market	0,111111	3	0,333333
Customer surveys for quality improvement have not been maximized	0,111111	4	0,444444
Raw materials easily imitated by new competitors	0,111111	4	0,444444
Marketing personnel have not worked optimally	0,074074	2	0,148148
There are not many partners	0,074074	2	0,148148
Overhead costs have not been controlled optimally	0,074074	1	0,074074
TOTAL	1		2,814815

Opportunity Analysis**Table 4. Opportunity Calculation on SWOT Analysis**

STRATEGIC FACTOR OPPORTUNITY	WEIGHT	RATE	SCORE
It is human nature to appear healthy, smell good with an attractive and cheerful smile	0,057692	5	0,288462
The Covid outbreak has made everyone aware of oral hygiene and health	0,057692	5	0,288462
The incidence of dental caries is still relatively high	0,057692	5	0,288462
Nigella sativa raw material sources are abundant and have commercial potential	0,057692	5	0,288462
Customer complaints of mouthwash containing alcohol	0,057692	5	0,288462
Customer complaints about mouthwash that feels stinging and hot	0,057692	5	0,288462
Customer complaints about mouthwash which has a side effect of dry mouth	0,038462	4	0,153846
Customer complaints about mouthwashes that have a negative impact	0,057692	5	0,288462
Customer complaints about the inconvenience of using other mouthwashes	0,057692	4	0,230769
Customers are concerned about the safety of using other mouthwashes	0,019231	3	0,057692
Customer complaints about mouthwashes that cause irritation or canker sores	0,038462	5	0,192308
Customer complaints about sensitive oral health conditions	0,038462	5	0,192308
Enthusiasm of elderly customers for oral health conditions	0,019231	5	0,096154
The impractical use of other mouthwashes that must be rinsed	0,038462	5	0,192308
Instructions for use or dosage of other mouthwash that are not appropriate	0,038462	4	0,153846
Customer concern about the contribution to the emergence of oral cancer	0,057692	4	0,230769
Green Consumerism is increasingly realizing the importance of environmentally friendly products	0,057692	5	0,288462
Green Consumerism makes people aware of their rights to get safe products	0,057692	5	0,288462
Great opportunity for expansion to fill various market segments	0,019231	4	0,076923
Cooperation with hospitals, hotels, resorts, corporate, dental clinics and other health clinics	0,057692	4	0,230769
Suitable for customers who require high practicality or mobility	0,057692	4	0,230769
TOTAL	1		4,634615

Threat Analysis

Table 5. Threat Calculation on SWOT Analysis

STRATEGIC FACTOR THREAT	WEIGHT	RATE	SCORE
Opportunities for consumers to buy substitute products are getting tighter	0,076923077	2	0,153846
The emergence of new competitors	0,051282051	2	0,102564
Consumers who are increasingly intelligent, critical, creative, and selective in choosing products	0,076923077	3	0,230769
Competitors who have better networks and partners	0,076923077	2	0,153846
Competitors that have better distribution channels	0,051282051	2	0,102564
Better known competitors and manage the market	0,076923077	2	0,153846
Relationships decreased due to not meeting expectations	0,025641026	2	0,051282
Depends on only one stream of income	0,051282051	2	0,102564
Certain raw material supply constraints	0,051282051	3	0,153846
Threats to the quality of raw materials	0,076923077	3	0,230769
Increase in the price of raw materials	0,051282051	3	0,153846
The emergence of other innovative products that are better	0,051282051	1	0,051282
Unprofessional partners	0,051282051	1	0,051282
Partners who cooperate with competitors	0,076923077	2	0,153846
High tax fees	0,076923077	3	0,230769
Electricity and other costs have increased significantly	0,076923077	3	0,230769
TOTAL	1		2,307692

SWOT Analysis Graph

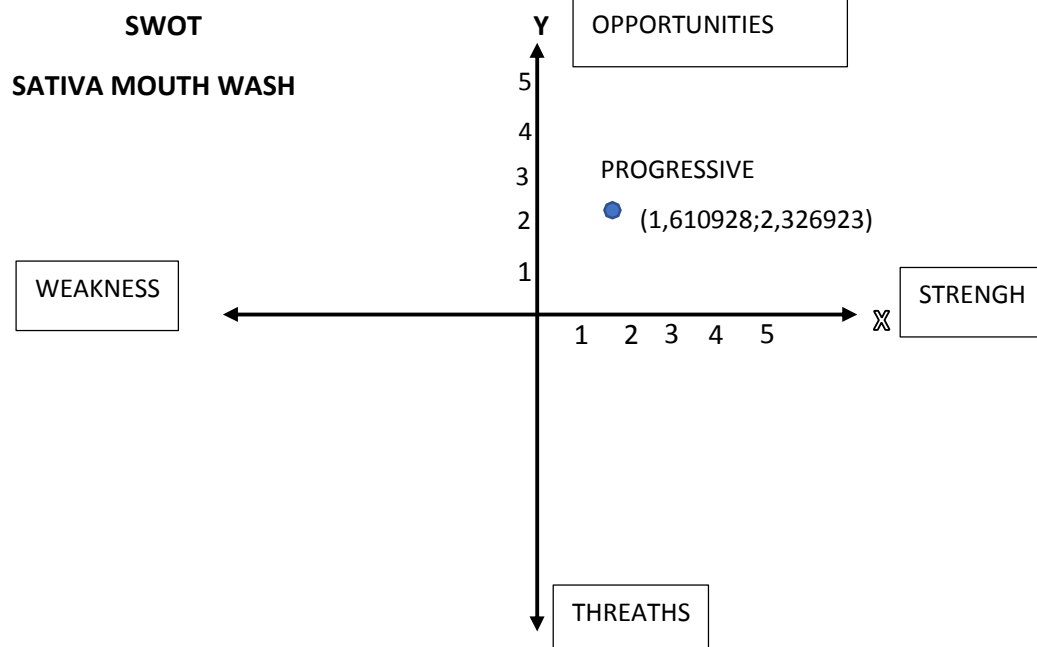


Figure 8. SWOT Analysis Graph

C. Redesign Business Model Canvas

Redesign Business Model Canvas

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Raw material suppliers Production building owner Retail store owner Expo/exhibition committee Freight forwarding agent The owner of the e-marketplace site PDGI Community Development Department Environmental Lovers Community Advertising Agency Mini Market Supermarket Drugstore Hospital Hotel Resort corporate Dental clinic Other Health Clinics	Procurement of raw materials Production Marketing and sales Product development and design Key Resources HR Production Equipment Raw material Fund Production place	Eco-friendly product Contains Nigella Sativa Extract 3% Based on the inhibition test, it can reduce the E Faecalis bacteria that causes cavities Contains Thymoquinone, can reduce Porphyromonas Gingivalis bacteria that cause gingivitis and bad breath Anti-Inflammatory Antioxidant Antimicrobial Anti-tumor Prevents plaque formation Prevent bad breath Prevent thrush Prevent dental caries Prevent other periodontal diseases Prevent the spread of the Covid 19 virus Prevent dry mouth Improve the body's immune system Maintain oral hygiene Freshen breath Safe for toddlers Safe for the elderly Safe for sensitive oral cavity Safe for all ages Does not contain alcohol Effective Economical Practical There is a clear measure of use at the right dosage	Promotion (expo, posters, endorsements, advertisements, social media) Customer Service Community Product Development (Variety of flavours, colours and sizes) Provision of product samples for new customers Channels Expo Ads Online shop e-marketplace Retail store advertisement Health clinic advertisement Pharmacy ad Mini market advertisement Supermarket advertising Dental clinic advertisement ticktock Telegram You tube Twitter	Mouthwash users all ages Men and women who care about oral hygiene Men and women who care about oral health, teeth and gums
Cost Structure		Revenue Stream		
Raw material costs Cooperation Fee Direct labor costs Factory overhead costs (variable and fixed) Non-production costs and taxes		The selling price is IDR 35,000 per unit of 300 cc. Add another source of income: sponsorship/collaboration with various parties		

Figure 9. Redesign Business Model Canvas

D. Blue Ocean Strategic

Blue Ocean Strategic in this study uses a Four-Step Framework with the Eliminate-Reduce-Increase-Create Scheme:

- a. Eliminate is by not using endorsers in the Key Partners component to minimize the Cost Structure
- b. Reduce is by reducing waste which still often occurs in the Key Activities component, including in production and distribution activities to minimize the Cost Structure
- c. Raise is to improve the Value Propositions through periodic evaluations on the components of Channels, Customer Relationships, Revenue Streams, Key

Resources, Key activities, Key Partnerships and so that all can be integrated to realize the expected productivity.

- d. Create is by creating a solid Ecosystem Business for the development of sativa mouthwash. Among other things, the creation of a unique, interesting website is more intense to educate the public regarding dental and oral health and the importance of mouthwashes that are safe and environmentally friendly.

V. CONCLUSION

So far, materials, medicines and dental health products in Indonesia are still dominated by imported products with higher prices, so that patients must bear quite high health costs. As one of the downstream products for domestic dental health products, Prof. Dr. Ernie Maduratna Setyawati, drg., M.Kes., Sp.Perio(K) has created a Sativa Mouth Wash product which is made from natural Nigella Sativa and is environmentally friendly and abundantly available in Indonesia. Public enthusiasm for herbal products that are relatively safe and without side effects has initiated researchers to and their strategies to increase sales productivity and distribution systems. Based on the initial Business Model Canvas visualization for the Sativa Mouth Wash product, a SWOT analysis was compiled which shows the need for progressive action because it is in quadrant I position, namely: 1.610928; 2.326923. Seeing that there are still many strengths and opportunities for the development of the Sativa mouthwash product business, it is necessary to redesign the Sativa Mouth Wash Business Model Canvas to provide convenience and practicality in

carrying out business evaluations at any time or periodically. Then proceed with the preparation of the Blue Ocean Strategic through a four-step framework, including no longer using key partners who are less professional, for example, endorsement fees are too expensive and are not able to communicate Sativa Mouth Wash products to the public, reducing waste in the production and distribution process, including through quality measures. more intense control over each business process, increasing value propositions by adding to the uniqueness of the Sativa Mouth Wash product which is not yet available in other Mouth Wash products so that consumers feel more confident, safe, comfortable, and willing to pay to get the health they expect. Then create a good Ecosystem Business for the sustainability of Sativa Mouth Wash products, including creating a website that is unique and interesting, not boring to look at and follow so that people are increasingly aware of and care about oral hygiene and health which has an impact on the health conditions of other organs and the importance of using it. natural mouthwash that is safer, halal and environmentally friendly.

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