

RINGKASAN

Penelitian ini merupakan penelitian kualitatif dengan subjek penelitian pengelola dan konsumen dari UMKM WBJ-MKN. Tujuan dari penelitian ini adalah untuk menganalisis dan mengembangkan model bisnis berdasarkan kerangka *Business Model Canvas* (BMC).

Penelitian ini dilaksanakan melalui tahapan analisis pengelolaan model awal, analisis SWOT dan pengembangan model bisnis berdasarkan kerangka *Business Model Canvas* (BMC). Pengumpulan data pada penelitian ini menggunakan teknik wawancara, dokumentasi, dan observasi. Analisis data dilakukan dengan mengintegrasikan informasi yang diperoleh melalui wawancara, dokumentasi, dan observasi untuk selanjutnya dianalisis dan dipilih data yang dibutuhkan dalam penelitian ini. Validasi yang digunakan dalam penelitian ini adalah triangulasi sumber.

Berdasarkan hasil penelitian dan analisis data menunjukkan bahwa perlu dilakukan pengembangan sembilan elemen *Business Model Canvas* (BMC) pada UMKM WBJ-MKN. Pada elemen *customer segment*, UMKM WBJ-MKN perlu adanya inovasi produk yang kekinian tanpa menghilangkan ciri khas tradisional sehingga dapat menarik minat kelompok anak muda. Elemen *value proposition* dengan tetap mempertahankan harga jual agar tetap bersaing meskipun bahan baku naik. Pada elemen *channels* perlu memaksimalkan media sosial sebagai alat promosi. Elemen *customer relationship* tetap mempertahankan hubungan dengan pelanggan. Pada elemen *revenue stream* perlu adanya penambahan produk. Elemen *key activities*, UMKM WBJ-MKN perlu membuat sistem operasional/SOP dan menerapkan digitalisasi pengelolaan keuangan. Pada elemen *key resources* perlu dilakukan pembuatan sertifikasi halal dari BPOM. Elemen *key partnerships* disarankan perlu dilakukan perancangan konsep *franchise*/kemitraan. Pada elemen *cost structure*, UMKM WBJ-MKN perlu melakukan pengelolaan biaya dengan mengelompokkan pengeluaran sesuai kebutuhan.

Kata Kunci : Model Bisnis, Business Model Canvas, UMKM

SUMMARY

This research is a qualitative research with the subject of management and consumer research from WBJ-MKN MSMEs. The purpose of this study is to analyze and develop business models based on *the Business Model Canvas* (BMC) framework.

This research was carried out through the stages of initial model management analysis, SWOT analysis and business model development based on *the Business Model Canvas* (BMC) framework. Data collection in this study used interview, documentation, and observation techniques. Data analysis was carried out by integrating information obtained through interviews, documentation, and observation to further analyze and select the data needed in this study. The validation used in this study is source triangulation.

Based on the results of research and data analysis, it is necessary to develop nine elements of *the Business Model Canvas* (BMC) in WBJ-MKN MSMEs. In the *customer segment element*, MSMEs wbj-mkn need to have contemporary product innovations without eliminating traditional characteristics so that they can attract the interest of young people. The value *proposition element* by maintaining the selling price to remain competitive even though raw materials are rising. In the channel element, it is necessary to maximize social media as a promotional tool. The customer *relationship element* still maintains the relationship with the customer. In the *revenue stream element*, there needs to be an addition of products. An element of *key activities*, WBJ-MKN MSMEs need to create an operational system/SOP and implement digitalization of financial management. In the *key resources element*, it is necessary to make halal certification from BPOM. The *key partnership element* is suggested to design a *franchise/partnership* concept. In the *cost structure element*, WBJ-MKN MSMEs need to manage costs by grouping expenses according to needs.

Keywords: Business Model, Business Model Canvas, MSMEs