

ABSTRACT

Mahardika is a company that sells food products such as burgers, hot dogs, kebabs and sausages, which has been established since 2015 until now. Mahardika has five branches and three foodcars operate in Sumedang. Mahardika is also a franchisor who provides franchise business opportunities. In 2020, Mahardika experiences a significant decline in sales, which might be caused by mismanagement in marketing efforts. In addition, Mahardika also has problems with the human resources it has. Mahardika has not been able to pay attention to other factors that arise and can threaten his business due to changing business environment conditions. To survive the competition, Mahardika needs to evaluate the business model. This research aims to conduct business model evaluation of Mahardika using the business model canvas. To conduct the evaluation, the first data needed is the current business model data, which is collected through interviews with Mahardika owners and observation. The second data is customer profile data, which is collected through interviews with ten Mahardika customers, and the third data is business environment analysis data collected through literature studies. These three data are used as input to conduct a SWOT analysis and formulate a strategy. The next step is to determine the value proposition and do the matching process between the value proposition and the customer profile that has been identified, followed by the process of designing the business model canvas proposal for Mahardika. Some important improvements proposed as the results of this evaluation are: increasing menu variations with the create your own menu, Mahardika menu collaboration with Sumedang tofu and frozen food menu, increasing online ordering, increasing social media usage by improving marketing content, creating the use of digital wallets, creating halal-certified products, updating packaging design, creating catering programs to expand the target market in collaboration with travel agents as a filler of consumption in study tour activities, improve the quality of Mahardika's HR, and improve good relations with partners.

Keywords: Business Model Canvas, Customer Profile, Business Environment Analysis, SWOT Analysis