

ABSTRACT

The increase in MSME actors in Indonesia leads MSME businesses to be more competitive. Kecap Segi Tiga MSME is a business in the culinary field as a special food that has a contribution to the Indonesian economy in creating jobs. There are some problems that occur and has not been maximized, becomes one of the barriers to innovation and growth, resulting in the Kecap Segi Tiga MSME business model being less effective, it is necessary to make improvements to the business model.

Improvement of the business model for Kecap Segi Tiga Majalengka using the Triple-Layered Business Model Canvas method related to the economic business layer, environmental layer, and social layer through SWOT analysis in identifying various internal factors for strengths and weaknesses and external factors for opportunities and threats to obtain an overview of the company's position in the internal and external metrics, while the determination of strategy can be seen in the SWOT matrix and combined with the Analytical Hierarchy Process (AHP) in determining the ranking of the best strategy criteria. The objectives of this study are to (1) Knowing the description of the Kecap Segi Tiga MSME business model in creating value at the economic layer, environmental layer, and social layer on the current Triple-Layered Business Model Canvas (2) Knowing the position of the Kecap Segi Tiga SMEs in competitors between similar companies. (3) Formulate strategies and find out the results of alternative recommendations for the business model proposed Triple-Layered Business Model Canvas.

The results showed that 1) Determination of the Kecap Segi Tiga MSME business model with the Triple-Layered Business Model Canvas approach is described based on 9 elements from each layer as a whole, the economic layer, the environmental layer, and the social layer. 2) Based on the results of the SWOT analysis, the IFAS and EFAS values show the position of the Kecap Segi Tiga SMEs is in quadrant I that in this condition shows the growth position or growth that is in the best condition it is very possible to expand, increase in growth and achieve maximum progress, the strategy can be carried out through a growth strategy, through minimize costs in increasing profits, improve operations that are less efficient in controlling product quality and distribution, can utilize internal resources or external resources to increase effectiveness and efficiency, can also be done by developing products, increasing the quality of products and services as well as developing wider market access. 3) Knowing the strategic value of each layer in the TLBMC element of the Kecap Segi Tiga based on the score from the AHP calculation for four experts in the Triangular Soy Sauce MSME business sector in making decisions by sorting based on the most important strategy from the largest to the smallest value for each economic layer with the highest order of strategic criteria aspects in the cost structure (cost) and revenue streams (income) aspects. For the environmental layer, the order of the highest strategic value is on the elements of the functional and material aspects, and for the social layer, the order of the highest strategic value is on the employee aspect.

The results of the re-design of the Triple-Layered Business Model Canvas, we got a picture for the future Business Model of the Soy Triangle MSME which is sustainability-oriented by considering the 9 elements blocks that exist from each economic layer, environmental layer, and social layer. The conclusion of this research is that it requires a strategy to develop a new business model in improving and developing the Kecap Segi Tiga MSMEs

Keywords: *MSME, Business Model, Triple Layered Business Model Canvas, SWOT Analysis, Analytical Hierarchy Process*