ABSTRACT

The Tansa factory, which is in Tegalluar Village, Bojongsoang District, Bandung Regency, West Java, is engaged in making kemplang crackers. Currently, the company is experiencing a downward trend in revenue which is partly due to production and marketing problems. In business, there are many ways a company can create, deliver, and capture value, which can be described in a business model. This study aims to determine the current business model and propose a new business model at the Bandung Tansa Factory which is expected to increase the company's revenue by using the Business Model Canvas. The steps needed to design a new business model are to map the current business model, describe the customer profile and perform an analysis of the business environment. The next step is to do a SWOT analysis using the results from the previous steps. The results of this SWOT analysis are used to design a complete Value Proposition Canvas and Business Model Canvas. From the process carried out, there are several suggestions for improving the current business model, namely: adding to the value proposition of halal, crispy, and varied products. adding business customer customer segments, adding customer service, adding social media channels and digital marketplaces, producing their own processed fish meat ingredients, adding fresh fish suppliers, selling various crackers, and adding employees to the factory resource management department.

Keywords: Crackers, Bandung Tansa Factory, Business Model Canvas, Valuecanvas proposition