

## **ABSTRACT**

*CV Baribatao Logistics is a company engaged in shipping goods or expedition services since 2014, located at Taman Kopo Complex No.10, Katapang, District of Katapang, Bandung Regency, West Java 40921. CV Baribatao Logistics has faced issues of delivery failure primarily caused by a shortage of transportation fleet, resulting in the company being unable to meet customer delivery demands. This issue was addressed by utilizing the business model canvas method to depict the company's business model, followed by proposing solutions using SWOT analysis. From the SWOT analysis results, the transportation fleet problem was further narrowed down using the saving matrix method and nearest neighbor approach aimed at determining optimal routes, minimizing distribution costs, and determining the number of transportation fleets.*

*Based on data processing, a comparison was made between the initial distribution routes and the proposed distribution routes, where the total initial distribution routes amounted to 8 routes while the proposed distribution routes amounted to 6 routes. This resulted in savings of 19.49% in terms of total distance traveled and 21.31% in distribution costs, along with an addition of 2 truck units to the transportation fleet.*

**Keywords:** *business model canvas, SWOT analysis, saving matrix, nearest neighbor*