

ABSTRACT

This research focuses on the evaluation and redesign of the business model of Tilapia Jalet MSMEs, a tilapia cultivation business located in Ciamis Regency. Since its establishment in 2021, these MSMEs have faced challenges in achieving the revenue target that has been set, which is IDR 20,000,000 per year. An in-depth analysis revealed several main factors causing these problems, including a lack of product diversification, limited innovation in cultivation techniques, and ineffective marketing strategies. In addition, increasingly fierce business competition with the emergence of competitors who offer a variety of products is also a challenge in itself. To overcome these problems, this study adopts a comprehensive business model evaluation approach using *the Business Model Canvas*. Through an in-depth analysis of the existing business model, which includes direct observation, interviews with the company, and literature studies, the identification of strengths, weaknesses, opportunities, and threats (SWOT) is carried out. The results of the SWOT analysis are then used as a basis for designing a more innovative and sustainable business model. Some of the improvements proposed in the new business model include expanding customer segments by involving culinary MSMEs. In addition, to establish relationships with customers is carried out through product sampling, customer satisfaction surveys, and *cross-selling* strategies. In terms of distribution channels, the utilization of social media platforms such as Instagram, Facebook, and TikTok will be optimized. To enrich its product portfolio, the company will add a variety of fish types such as catfish, and gourami, as well as develop processed products such as fillet and shredded fish. The company will collaborate with suppliers of cooking raw materials to support the development of processed products, as well as increase cooperation with suppliers of fish seeds, fish feed, and packaging to ensure the availability of quality supplies. In addition, investments in biofloc technology equipment will be made to support operational efficiency. In terms of key activities, the company will focus on increasing fish shipments, developing processed products, and managing effective inventory. The application of biofloc technology is expected to reduce production costs and improve product quality. These changes will have an impact on the company's cost structure,

especially with additional costs for the purchase of cooking raw materials and new equipment. As a consequence of the change in business model, the company's revenue projections have also increased. This increase in revenue comes from product diversification, market segment expansion, and improved operational efficiency. However, more detailed financial simulations are needed to measure the financial impact of the proposed business model changes. In conclusion, this study presents a new business model design that is expected to improve the performance of Tilapia Jalet MSMEs. However, further validation is still needed regarding the feasibility and risks of the proposed business model change. Thus, it is certain that the changes made will have a positive impact on business sustainability and growth.

Keywords: *Business Model, Business Model Canvas, Tilapia MSMEs, Tilapia Farming, Biofloc Technology, Financial Simulation*