ABSTRACT

XYZ Beauty Clinic, located in Bandung City, has been operating since 2007, offering a range of products such as facewash, sunscreen, face cream, and serums, as well as beauty services such as lasers, botox, fillers, and thread planting. Although it has been established for a long time, this clinic has experienced a decline in monthly revenue due to the suboptimal performance of its products, human resources, promotions, and operational methods used. Therefore, evaluation and improvement of the business model are essential, using the Business Model Canvas (BMC) approach, which provides a comprehensive overview through nine blocks to identify problems and their solutions. The improvement process begins with gathering data related to the current business model and customer profiles through interviews, as well as conducting an environmental analysis based on literature studies. This data is used to compile a SWOT analysis and 7 Questions, focusing on the development of the most important aspects through a Big Picture SWOT analysis, which is then deepened for specific priority blocks. The SWOT analysis assessment is then conducted by the clinic's internal parties. Next, the proposed strategy is designed to formulate a new Business Model Canvas, aimed at improving the existing business model based on the results of the SWOT analysis and Value Proposition Canvas. After the new business model is developed, a verification stage is conducted to ensure the feasibility of the proposal. Some proposed improvements include the addition of sexually transmitted infection consultation services, targeting new markets, increasing the workforce to support services and new markets, as well as innovations in interior design and products. Because this change affects financial aspects, a financial simulation is conducted to determine the feasibility of each proposal. The simulation results show that the revenue of XYZ Beauty Clinic could increase by up to 15% if the proposal is implemented. It is recommended to conduct further validation regarding desirability so that the proposed strategy can be successfully implemented.

Keywords – Business Model Canvas, Model Canvas, XYZ Beauty Clinic