

ABSTRACT

The payment gateway industry in Indonesia is currently proliferating, and Finpay is the umbrella brand of PT. Finnet Indonesia through one of its products, namely Finpay Payment Gateway, continues to strive to be the leader in this industry. Currently, Finpay Payment Gateway's market share in this industry is only 4%. This indicates that there are still problems and shortcomings in Finpay Payment Gateway.

This study aims to explore the problems and shortcomings of the Finpay Payment Gateway application using Root Cause Analysis (RCA) and evaluate the right business model using the Business Model Canvas (BMC) approach. This research is a descriptive qualitative study using a case study strategy. Data collection methods are carried out by observation and interviews.

The first step in this study is to find the root of the problem using RCA with a fishbone diagram approach. After that, a BMC is created with a Business Model Pivot (BMP) to find the right business model for the Finpay Payment Gateway product. There are nine blocks in the BMC, namely customer segments, value propositions, channels, customer relations, revenue streams, key resources, key activities, key partners, and cost structure.

The results of the study in the form of an analysis of the existing Business Model Canvas (BMC) of Finpay Payment Gateway show that this service has a strong foundation in managing customer segments and offering a specific value proposition. However, several areas require further attention to increase competitiveness in the highly competitive Payment Gateway aggregator industry. Finpay Payment Gateway has a solid business structure but needs further development. The RCA analysis shows that the problems of pricing, product information, and limited payment methods of Finpay Payment Gateway are rooted in structural and operational challenges, including policies and regulatory compliance, lack of innovation, and complex processes. The RCA analysis is the basis for making adjustments to the existing BMC. This adjustment is necessary because of the three main problems identified through the Ishikawa diagram, namely uncompetitive prices, incomplete product information, and limited payment methods.

Keywords: business model canvas, business model pivot, root cause