

ABTRACT

Qilvano Store is a business engaged in the sale of bags that has been operating since 2015 located in Pasar Senen Jaya, Central Jakarta. In the last three years, this store has experienced a decline in revenue. It is known that the root causes of this problem include limited product variety, minimal digital promotional activities, changes in customer shopping behavior, and sales focused on physical stores. This study aims to evaluate and redesign a proposed business model for Qilvano Store using the Business Model Canvas (BMC) approach. The methodology includes mapping the existing business model, customer profiling, business environment analysis, external and internal SWOT analysis, strategy formulation using the TOWS matrix, and designing the proposed business model. The research results indicate that Qilvano Store needs to improve several elements of the BMC, including the customer segment, value proposition, and channels blocks, as well as adjustments to other BMC blocks. In the proposed business model, the primary focus is on expanding the customer segment by targeting individual customers (B2C) through social media and e-commerce. The value proposition is enhanced by adding product variations such as tote bags and fashion bags to align with trends and customer needs, as well as adjustments based on customer profiles. Additionally, channels are strengthened by leveraging social media platforms like Instagram and TikTok as more effective online promotion and sales channels. The proposed business model design is validated for feasibility and risk. Implementation involves utilizing Instagram and TikTok Shop as one of the main recommendations to increase the store's revenue.

Keywords: Qilvano Store, Business Model, Business Model Canvas, Customer Segment, Value Proposition, Channels