

Abstract

Cibaduyut shoes is the largest business sector in term of shoes in Bandung city. However the number of the business unit and the workforce absorption are not develop significantly. That is caused by several factors, namely operations, marketing, and finance. Therefore, the purpose of this study is to obtain practical overview from Cibaduyut shoes sector using Business Model Canvas as a framework.

Business Model Canvas explain nine building blocks that shows the way of thinking about how the company getting a revenue. The nine building blocks of Business Model Canvas is customer segment, value proportions, channels, customer relationship, revenue streams, key resources, key activities, key partnership, and cost structure. The type of this study is descriptive research with qualitative method. The object of this study is "GZL" SMEs and "ASJ" SMEs. Purposive sampling technique is used to choose the respondents that meet the criteria as the informant in this study. The measurement tools of this study are interview questions based on Business Model Canvas and the questionnaire of Importance Performance Analysis. This study used manual coding as data analysis technique.

The findings of this study show that Business Model Canvas has succesfully implemented by "GZL" SMEs and "ASJ" SMEs. Based on Importance Performance Analysis Matrix "GZL" SMEs is lack on the dimensions of value proposition, customer interface, infrastructure, and cost/revenue. "ASJ" SMEs is lack on the dimensions of customer interface, infrastructure, and cost/revenue. The findings are used to formulate general strategy that can be implement in shoes industry. The intrapersonal competence, interpersonal competence, technical competence, and entrepreneurial competence are becoming important aspects to organize and develop business in this sector.

Kata kunci :*Business Model Canvas, IPA Matrix, UMKM, Model Bisnis*