

## ABSTRACT

Kampung UKM Digital is program from PT. Telekomunikasi Indonesia is expected to grow entrepreneurship spirit among business actors, as well as to facilitate business actors to expand their business network by utilizing technological developments in Indonesia. One of the Kampung UKM Digital in Kab. Bandung is Kampung UKM Digital Baraya.

The common problem of Kampung UKM Digital Indonesia today is the abundance of human resources who still lack the understanding of using smartphones and computers to interact consumers in cyberspace. Whereas in today's digital era, business actors must be aware of the existence of the growing E-Commerce can be an efficient means to conduct various marketing activities for SMEs products, because the costs incurred will be cheaper and the range is much wider than then it is based on the exposure, the researchers conducted a study entitled "Formulation Strategy of Kampung UKM Digital Baraya Using Business Model Canvas Innovation 3.0"

This research was conducted with the aim to photograph the business model of Kampung UKM Digital Baraya currently using Business Model Canvas Innovation 3.0, then business model will be evaluated using SWOT analysis, then using IFE Matrix, EFE Matrix, IE Matrix and QSPM to decide and determine alternative strategy which is the best that can be recommended.

This type of research is case study with qualitative method. The techniques of collecting using in-depth interviews and observation. In addition, using a questionnaire to find out which factors affect the strategy formulation. The results of the study stated that the business model of Kampung UKM Digital Baraya has been well viewed from nine business model building blocks.

From this study found Kampung UKM Digital Baraya able to maximize the existing strength, to cover the weakness based on the IFE matrix results with a total score of 3.6. And in the EFE matrix results get a total score of 3.8 indicating that it has taken advantage of existing opportunities and is ready to face the threat. With the total score of the IFE and EFE matrix compress Kampung UKM Digital Baraya in division 1 from sel 1, on the result of IE matrix analysis which yielded alternative strategy that is market penetration. Therefore, based on the results of the IE Matrix and implement QSPM using the market penetration strategy that is most suitable for Kampung UKM Digital Baraya with the highest Total Attractivity value (TAS) of 0.60

Keywords: Business Model Canvas Innovation 3.0, IFE, EFE, IE, QSPM