

## ABSTRACT

*PT. Serena Harsa Utama is a company engaged in the meat processing industry that produces meatballs and sausage products. The customer segments targeted by PT. Serena Harsa Utama are business customers. The meatballs of Serena are sold to cuanki microenterprises in Jakarta, Cikampek, Sukabumi and Kuningan. Serena also sells meatballs and sausages to culinary companies. However, this business, which has been running since 2015, has experienced a decrease in sales in the last three years. This can be caused by the company's sales and marketing that have not been going well, while the business environment is changing significantly. One crucial requirement to get success in the business is having a suitable business model. Therefore, it is necessary to evaluate the business model of PT. Serena Harsa Utama. This study aims to evaluate the business model of PT. Serena Harsa Utama using the business model canvas. This study focuses to analyse the business customers segment which contributes most of the revenue of the company. The initial phase of this research requires existing business model data, which is obtained from interviews with factory managers of PT. Serena Harsa Utama, customer profile data which is obtained from interviews with six business customers, and business environment analysis map to evaluate the company's external conditions which is obtained through literature studies. These three data are used as input to conduct a SWOT analysis. SWOT analysis is used to formulate strategies that are taken into consideration in designing the proposed business model. The next step is to determine the value proposition and do the fitting process between the value proposition and the customer profile, then develop the proposed business model canvas of PT. Serena Harsa Utama. Some important improvements proposed from this evaluation are increasing sales targeting household consumers and new business customers such as hotels and caterers, creating variants of flavors and types of new products, providing on time guaranteed product delivery, improving quality provided which is followed by an increase in product selling prices, providing online ordering through digital marketplaces and the availability of products in supermarkets and frozen food stores, creating membership to maintain relationships with customers, improving the quality of human resources by holding training programs and increasing cooperative relationships with suppliers.*

*Keywords: Business Model, Business Model Canvas, Serena Harsa Utama, Processed Meat*