

ABSTRACT

PT XYZ is a State-Owned Enterprise (BUMN) which has several business units, one of them is engaged in ICT. PT XYZ is one of the largest distributors of e-KTP equipment in Indonesia, which has a marketshare of 60%. In 2019 there were several problems that occurred in the retail business element of the e-KTP device at PT XYZ, namely in the customer relationship element in the form of customer complaints that were not given feedback, on the channel element in the form of reseller churn rate decreased to 12.50%, in the income stream element namely a decrease in income and on resources, namely the proof of invoices to customers.. The existence of problems with the four of business elements resulted in the business model being less effective, so it was necessary to carry out a process of improvement in the business model. Through the Business Model Canvas method, a SWOT Analysis is carried out on four main aspects, namely value proposition, infrastructure, cost and revenue, and also *customer* relationship. Then the strategy design is also carried out using an analysis of the strengths, weakness, threats and opportunities based on experienced at PT XYZ. The selection of strategic priorities was carried out by using the Analytical Hierarchy Process (AHP) method which was carried out to 3 experts who were directly in contact with business process at PT XYZ. The output of this research are in the form of the proposed Busines Model Canvas to be mapped on 9 building blocks namely the *Customer* Segment, Value Proposition, Channels, *Customer* Relationship, Revenue Streams, Cost Structure, Key Activities, Key Partnership and Key Resources.

Keywords : Business Model Canvas, Analysis SWOT, Analytical Hierarchy Process (AHP).