

ABSTRACT

Dawuan Tofu Factory is a field of Micro, Small and Medium Enterprises (MSMEs) which is engaged in food especially producing tofu processing. This industry has obtained a permit and the Food and Drug Supervisory Agency (BPOM) which is regulated in the law as a condition for the establishment of an industry in the food sector. The location is on Jl Kampung Nagasari, Dawuan Tengah Village, Cikampek District, Karawang Regency. This industry has been established for 3 years since 2018 with 8 employees currently. The Dawuan Tofu Factory experienced problems such as a decrease in sales revenue, plus marketing utilization that was not maximized, the value offered was not in accordance with customer desires, the customer relationship system was not effective, the amount of tofu production decreased by 5% during the covid 19 virus outbreak, had a service system slow one. In order to survive, it is necessary to evaluate the current business model at the Dawuan Tofu Factory by using an approach with the Business Model Canvas method where the method is used by taking into account the 9 blocks in it. The blocks in the Business Model Canvas method are Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structures. Of the 6 block problems in the tofu dawuan factory business model, namely the Customer Segments Block, Value Proposition Block, Channels Block, Customer Relationships Block, Key Resources Block, and Revenue Streams Block. The steps taken to evaluate the business model are the first to map the current business model based on the results of interviews with the owner of the Dawuan Tofu Factory then identify the customer profile based on the questionnaire that has been distributed to the customers of the Dawuan Tofu Factory, after the customer profile is carried out the next stage is the environmental analysis using literature study data which aims to analyze environmental opportunities and threats owned by the Dawuan Tofu Factory. The next stage is the SWOT analysis stage by distributing SWOT questionnaires to internal parties from the Dawuan Tofu Factory with the SWOT to get the most suitable business strategy for the Dawuan Tofu Factory, after that create a value proposition canvas by matching the value map with the Tofu Factory customer profile. Dwuana and the last process is

designing the best proposed business model at the Dawuan Tofu Factory with several suggestions given including creating Instagram and Facebook social media, creating business tutors and consulting, creating customer loyalty, adding product variations based on customized products, creating a dropshipping system, creating SOPs for business contracts according to law, creating a performance evaluation process and employee training, Thickening Techniques using marine essence ingredients, creating online tofu sales activities and creating partnerships with offline stores (supermarkets).

Keywords: Dawuan Tofu Factory, Business Model Canvas, Environmental Analysis, SWOT Analysis, Value Proposition Canvas.