ABSTRACT

Delishka is a small business engaged in the culinary field and offers products in the form of pastries and tiramisu. In 2021 Delishka experienced a fluctuating net profit with a downward trend, this was due to several root causes, namely the products sold did not yet have differentiation, human resources were not able to support the exploration of business opportunities, and raw costs had increased. The three root causes refer to several blocks listed in the Business Model Canvas, namely the value proposition, key resources, and cost structure blocks. Based on this explanation, the Business Model Canvas can be the right solution to help solve the problems that Delishka is currently experiencing, so that later the business that is run can capture and create value and reduce less efficient costs which will be useful for business continuity in the future. The business model solution is carried out by improving each business component into the Business Model Canvas which consists of 9 blocks, namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and costs. Some data is needed to design the model, namely existing business model data obtained through interviews with business owners, customer profile data obtained through interviews with Delishka customers, and Business Model Environment data obtained through literature studies and observations via the internet. The data that has been used can be analyzed using a SWOT analysis which is useful for compiling and designing a business strategy proposal. After designing the proposal strategy, the value proposition canvas is then mapped out from the value proposition proposal strategy which will later be matched with the customer profile. Next is to design a proposed business model for Delishka using the Business Model Canvas method. Some of the changes that occur in the proposed business model are in the customer segments block, namely adding individual customer segments based on psychographic segmentation, and the customer relationships block, namely increasing the provision of price discounts and creating new customer relationships by increasing the dimensions of service quality, the channels block, which is increasing the effectiveness of the use of existing channels. owned and created new channels, namely coffee shops,

value proposition blocks, namely adding product variations, creating packaging variations, and creating products with strong flavor highlights and good textures, revenue stream blocks, namely increasing and creating new sources of income from proposed product variations and sales. through new channels, block cost structure which increases several costs such as raw materials and marketing as well as reducing labor costs, block key partnerships which create new suppliers for raw materials for eggs and flour, block key activities, namely increasing the main activities carried out, and key resources, namely reducing the number of workers and increasing the efficiency of the use of shop houses The results of a verified and validated design for the future can be implemented by Delishka so that the business being run can continue to survive in the culinary market.