

ABSTRACT

Seymour is a business unit engaged in the footwear business located in the city of Bandung. Currently, Seymour is facing problems in the form of decreased sales due to customer buying behavior preferring online shopping and high competition. Another problem is the high cost due to relatively unproductive offline stores. Seymour also does not yet have an overarching strategy/business model.

This study aims to formulate a new improvement program for Seymour's Business Model Canvas. In formulating the program, the approach used was to analyze the strengths, weaknesses, opportunities and threats of the nine blocks of the Business Model Canvas.

The method used is a qualitative method with data collection techniques using interviews. Interviews were conducted with 10 (ten) people, from the internal owner concurrently in the finance section, production section, marketing section, administration section and from external parties three customers and three suppliers. The validity test carried out in this study was using a triangulation test by looking at the results of the answers from the informants. The results of the triangulation test as a whole are declared valid.

Based on the research results, Seymour was able to complete 9 blocks of the Business Model Canvas. From the analysis of strengths, weaknesses, opportunities and threats from the Business Model Canvas, Seymour has 15 strengths and 5 weaknesses for internal factors, while for external factors Seymour has 8 opportunities and 9 threats. After carrying out the analysis, matching was then carried out and 11 improvement programs were produced. Of the 11 improvement programs, grouping was then carried out and 9 improvement programs were produced for the new Business Model Canvas. From the entire Business Model Canvas improvement program, there are 5 priority improvement programs, namely adding customer segments, adding product variations, adding sales channels, creating new unique values, adding human resources.

Keywords: *Footwear, Business Model Canvas, Approach to Strengths, Weaknesses, Opportunities and Threats, Digital Marketing*