

ABSTRACT

BUSINESS STRATEGY DESIGNING OF UNPAZ UNIVERSITY WITH BUSINESS MODEL CANVAS APPROACH (CASE STUDY: UNPAZ, DILI, TIMOR-LESTE)

Education has an important role in shaping dan developing a country. In this case, universities can be considered as educational institutions that are very responsible for creating quality human resources for the progress of the nation dan state. Along with the complexity of challenges both from the condition of internal factors, external factors dan also competition between universities that are increasing in the midst of the globalization era, an appropriate business strategy is needed for universities to remain competitive dan maintain their position. Based on data from the Ministry of Education of Timor Leste shows that the number of high school graduates each year continues to increase significantly, of course this can be an opportunity for UNPAZ to accept prospective students in accordance with the target, but on the contrary the number of prospective students accepted by UNPAZ each year is lower than targeted. This will certainly have an impact on the sustainability of UNPAZ. Based on the description of the phenomenon above, this research aims to identify the existing business model conditions, internal dan external factors, so that the analysis' findings can serve as the foundation for creating a business strategy for UNPAZ.

the results of the analysis of the existing business model, it shows that the current condition of the UNPAZ business model has five business model elements that require serious attention at this time. The five business elements in question include: customer segment, customer relationship, channel, value proposition dan revenue stream, dan several other business model elements need to be improved because they have a risk of entering the red zone. Each element of the existing business model has a value of customer segments with a threat value of (2.3), opportunity (1.3), strength (0.7), value propositions strength (2.5), threat (1.5), opportunity (1.4), channels threat (4.5), opportunity (2.6) strength (1.9), customer relationships threat (5.0), opportunity (2.3), threat (2. 3), revenue streams strength (2.5) opportunity (1.8) threat (4.0), key resources threat (2.5) opportunity (2.3), strength (1.7), key activities opportunity (4.0) threat (2.5), strength (2.3), key partnerships opportunity value (3.0), threat (2.7), strength (2.0), cost structure threat (2.5), opportunity (2.0) dan strength (1.5). The results of the SWOT analysis show that UNPAZ's current condition is in quadrant one position, so UNPAZ is advised to carry out a progressive strategy by using the college's internal strengths to take advantage of existing external opportunities.

This research can be concluded that UNPAZ needs a new business strategy design so that in the future UNPAZ can carry out its functions in a structured dan directed manner so that it can take advantage of its strengths to seize existing opportunities, minimize weaknesses dan face existing threats. Seeing the development of an increasing number of universities dan the increasingly competitive competition between universities in Timor-Leste, further research is proposed, among others, to identify more deeply the elements of business models such as *niche markets, segmented, diversified, multi-sided platforms (or multi-sided markets), getting the job done, design, price, cost reduction, risk reduction, accessibility, sales force, awareness, evaluation, purchase, after sales, own stores, partner stores, wholesaler, personal assistance, dedicated personal assistance, self-service, automated services, co-creation, asset sale, subscription fees, lending/renting/leasing, licensing, brokerage fees, advertising, intellectual property, financial, production, problem solving, platform/network, optimization dan economy of scale, reduction of risk dan uncertainty, acquisition of particular resources dan activities, cost-driven, value-driven, fixed costs, variable costs, economies of scale, economies of scope.*

Keywords: Business Model Canvas, SWOT Analysis, AHP, UNPAZ