ABSTRACT

The increasing number of MSMEs in Indonesia is one of the factors for the high competition. This has quite an impact on one of the business actors in Tasikmalaya City, namely Siliwangi Car Wash. Currently, Siliwangi Car Wash has ongoing problems such as financial management that is still done manually and many new competitors in the same industry.

The purpose of this research is to create an improvement strategy on the Siliwangi Car Wash Business Model Canvas. In formulating the strategy, an approach was taken by analyzing the factors owned by Siliwangi Car Wash such as strengths, weaknesses, opportunities, and threats from the nine blocks of the Business Model Canvas. In addition, PESTEL analysis and Porter's Five Force Model were added to add external references.

The method used in this research is a qualitative method by conducting interviews as a data collection technique. The interview process was conducted with 7 resource persons consisting of internal and external parties. In this study, a validity test was carried out using a triangulation test based on the results of interviews from sources. The results of the triangulation test were declared valid.

From the results of the research that has been done, Siliwangi Car Wash has fulfilled all nine blocks of the Business Model Canvas. The results of the analysis show that Siliwangi Car Wash has 12 strengths and 7 weaknesses in internal factors. In addition, Siliwangi Car Wash has 10 opportunities and 13 threats on the company's external factors. From the results of this analysis, matching was carried out which resulted in 26 improvement strategy, then grouping was carried out to produce 16 improvement strategy for the new Siliwangi Car Wash Business Model Canvas. From the 16 improvement strategy, a priority strategy selection was carried out which obtained 5 strategy that filled in the value proposition, Customer Relationship, Key Resource, and Revenue Streams blocks.

The results of this study are expected to help deal with the problems faced by Siliwangi Car Wash, especially competition with competitors and relatively declining revenue, researchers recommend implementing a new Business Model Canvas, so that Siliwangi Car Wash has the opportunity to overcome challenges more effectively and gain sustainable success.

Keywords: Business Model Canvas, MSMEs, PESTEL Analysis, Porter's 5 Force Model, Strengths, Weaknesses, Opportunities and Threats Approach.