

ABSTRACT

Delivery of goods in the form of services can facilitate the delivery process in the form of documents, logistics, and electronic devices using air, sea, and land routes. Therefore, many companies are competing and oriented in serving and supporting service products. Delivery services in Indonesia are experiencing rapid development along with economic growth, technological developments, and changes in consumer behavior, making competition in the delivery service industry quite intense. This is influenced by the development of online businesses conducted through digital platforms such as websites, social media, and online stores in e-commerce.

This research has the aim of knowing the business model using the Business Model Canvas approach used today and SWOT analysis to identify the strengths, weaknesses, and opportunities faced by PT Pos Indonesia. Based on the results of the SWOT analysis, it will be developed through the SWOT matrix to create a new strategy for the nine blocks of the Business Model Canvas at PT Pos Indonesia in the field of courier and logistics services. This is to help overcome Pos Indonesia's revenue which has decreased in the last 5 years. This research was conducted using qualitative methods through data collection techniques such as observation, interviews, and documentation. The main data collection tool uses in-depth interviews with six resource persons.

Based on the results of this study to determine the business model of PT Pos Indonesia through the current Business Model Canvas approach and developed through SWOT analysis and SWOT matrix against nine Business Model Canvas blocks. The results of the SO (Strength-Opportunity), WO (Weakness-Opportunity), ST (Strength-Threats), and WT (Weakness-Threats) strategies obtained seven new strategy recommendations for PT Pos Indonesia's Business Model Canvas. Therefore, it is hoped that Pos Indonesia will consider the results of the recommendations on the new Business Model Canvas in running its business.

Keywords: *Business Model Canvas, SWOT analysis, SWOT Matrix*