

ABSTRACT

PT Ayam Potong Nusantara (APN) is a distributor of *fresh* chicken with premium broiler quality with its tagline “broiler premium quality”. PT APN currently supplies chicken meat needs for hotels, restaurants, cafes, chicken meat processing plants, government and private agencies, to household needs. There are 5 warehouse locations namely Jatiasih, Pondok Aren, Batuceper, North Bekasi, and Pasar Minggu. However, this research focuses on discussing the problems that exist at PT APN Pondok Aren Warehouse. This Pondok Aren warehouse is located on Jl. Bintaro No. 100, Kel. Parigi Baru, Kec. Pd. Aren, South Tangerang City. In running its business, PT APN Gudang Pondok Aren has a main problem, namely a decrease in sales caused by a decrease in total customers. Through this main problem, a fishbone is obtained which contains the root causes of the man, method, facility, information, and product factors. Based on the main problem and the root causes, to overcome the existing problems at PT APN, it is necessary to evaluate and design a new business model proposal that can contribute to future business development.

Based on these problems, the problem solving used in this research uses the Business Model Canvas (BMC) method. There are supporting theoretical foundations such as business model theory, Business Model Canvas (BMC), business environment strategy, SWOT analysis, SWOT matrix, value proposition canvas, and data collection techniques. The stages of this problem-solving process begin with an introduction that discusses the background, problem formulation, final project objectives, writing benefits, and writing systematics. The second stage is a description of the theoretical foundation with an advanced research methodology. The third stage is collecting and processing data on the company's existing conditions along with identifying customer profiles. Furthermore, an analysis of the business environment model was carried out. SWOT analysis along with the TOWS matrix continued with the design of the value map. Then, when the proposed strategy is obtained, the process of designing the proposed business model is carried out. Finally, the stage of analyzing the design results is carried out comparing existing and new business models, analyzing costs, verification, validation, evaluation, and describing the implementation plan of the design results.

The results obtained in the form of a proposed strategy that is mapped into nine Business Model Canvas (BMC) blocks. The proposal in the value proposition block added value regarding responsiveness to changes in health and food safety regulations. In the customer segments block, there is a proposal to increase business customers. In the channels block, there are proposals to reduce resellers, increase the *marketplace*, and create social media advertisements. In the customer relationships block, there are suggestions, namely increasing the 18-hour admin chat service, creating education about products through digital platforms, creating special product customization services, and creating a memberships system for business customers. In the revenue streams block, seasoned chicken products were created. In the key activities block, internal company training was created. In the key resources block, a vacuum sealer machine and an additional marketing team were added. In the key partners block, the chicken breeder section was improved and the expedition company was eliminated. Finally, the cost structures block was improved regarding labor costs, improved regarding plastic *packaging*, created regarding production costs, namely the existence of chicken spices, and created for marketing costs.

The Business Model Canvas (BMC) proposal that has been generated is useful in providing solutions to the main problems through proposals in the form of additional services, additional new products, changes in *packaging* methods, and proposals in terms of product marketing.

Keywords: PT APN, Business Model Canvas (BMC), value proposition canvas.