

ABSTRACT

The development of business and marketing businesses is increasingly global, the more development, the emergence of innovations from several business competitors so that the level of business competition is increasing, as well as business competition in futsal field rentals, the more new futsal fields, and futsal fields that are aggressively innovating to win the competition. Business activities that occur at Kharisma Futsal have the potential to be developed by designing and creating business ideas. Innovation development must also be owned by a business business including Kharisma Futsal.

This research aims to build a Business Model Innovation based on the Business Model Triangle with the implementation of Design Thinking at Kharisma Futsal. Design Thinking has five stages used in this research, namely empathize, define, ideate, prototyping, and test. Data collection in this study used semi-structured interview techniques and documentation. The research method is a descriptive qualitative analysis supported by the Design Thinking approach. From the results of the Design Thinking analysis, user informants want the current business model design, as well as the proposed business model to face the current competition. Researchers also describe Business Model Innovation by improving business model elements that researchers feel need to be improved.

The results show that the current business model requires innovation, especially in the aspect of value offered to customers. The proposed alternative business model includes the implementation of online reservation features, membership programs, and futsal equipment rental services. Testing through prototypes showed a positive response from users, especially in improving accessibility and customer loyalty.

Academically, this research enriches the literature related to the implementation of Design Thinking in business model innovation using the Magic Triangle framework.

Practically, this research provides strategic guidance for Kharisma Futsal in developing a customer needs-oriented business. The research results can also serve as a reference for similar businesses to adopt a user needs-based business model.

Keywords: *Design Thinking, Business Model Innovation, Business Model Triangle.*