ABSTRACT

UD Parrona is a building materials store that has experienced a decline in revenue from 2021 to 2024. This decline is due to increased competition from new building materials stores and inefficient business processes. Some of the main problems identified include manual operational systems, a lack of product variety that follows market trends, limited delivery fleets, low digital promotion activity, and weak strategic cooperation. This study uses the Business Model Canvas (BMC) approach to map the current business conditions and identify areas requiring improvement. The evaluation is conducted through SWOT analysis, the 7 Questions method, and the Blue Ocean Strategy approach to formulate innovative and relevant development strategies. The design process begins with the creation of the old BMC, analysis of customer profiles and the business environment, and the development of a new, more adaptive business model. The results include strengthening the customer segment by targeting government/private projects, contractors, local craftsmen, and online consumers. The value proposition is enhanced through consulting services, machine rentals, and DIY product sales. Digital marketing is expanded through Instagram, Tokopedia, and the Toqoo.id digital system for cashier management, inventory, and loyalty programs. This new model is expected to enhance competitiveness and sustainable growth.

Keywords* – UD Parrona, *Business Model Canvas*, SWOT *Analysis*, *Blue Ocean Strategy