SUMMARY

BENEDICTUS PERMADI. Analysis of Business Model Development CV Kandura Ceramic. Supervised by Rita NURMALINA and KIRBRANDOKO.

Kandura Ceramics is a company focused on the manufacture of ceramics ranging from aesthetic elements to accessories with a wide range of different consumers. Project aesthetic elements and tableware projects have targeted business customers project consisting of hotels, restaurants, and residential. As for retail tableware and accessories retail, the company sells its products to retail customers with a ratio of 21-45 years of age. Each of intended target has the variety of price, design, and sales systems, but the results of different treatment, the project tableware are have a greater advantage than the others. This is because from the project tableware, one consumer can order a product with a very large number. Viewed from the amount of sales of tableware that is much more dominant than the other, then the company is more focused in marketing their products in the field of tableware.

Flutuatif sales each year are caused by several problems. The first problem is the company was not capable to sell their products to Bandung communities and surrounding areas. Factor of productive pattern that has been applied in the area of Bandung it forced the company to sell its products to the public outside of Bandung. Based on information from internal sources, in 2005-2013 only 10% of its sales coming from hotels and restaurants in the Bandung city. In contrast to the number of consumers who come from outside the area of Bandung which increased to 90% from the year 2005 to 2013. The second problem is the company are too dependent on its business partners. During this time for marketing companies rely on business partners online, the quality of raw materials depends on the ceramic industry or major raw material suppliers, and delivery of products by using a courier partner. The third problem that is when the two partner companies make a policy change for the company. The company partner is a partner courier and industrial ceramics. Partner courier makes policy changes to limit the delivery ceramics of the company. While the ceramic industry makes policy changes by deciding that the company can make ceramic orders if the minimum number of 16 000 pieces produced by one type of ceramic. These barriers clearly interfere the company because they have to look for customers who want to produce goods in large quantities or company should be able to look for customers who willing to buy products with the same design. These barriers affect the production system and the operating company of the fact that the company was not able to produce in a very large capacity.

The method used in the study using descriptive method by collecting data through a case study approach. In addition, the method performed well using a combination of benchmarking approach and business model canvas through interviews and FGDs were conducted with respondents. After analyzing the business model canvas, the next step is to conduct a SWOT analysis on each element of the business model canvas (BMC).

Based on the research results, CV Kandura ceramic Bandung has a business model where the consumer business and consumer retail project as customer segmentations company, with value propositions ceramic tableware.
products have a contemporary design, shape, coloring unique and standardized raw materials. To menghasil value prepositions perfect company using key activities starting from the design stage, art work, experiments, to produce ceramics. The whole process is fully supported by key resources companies that qualified human resources and knowledge possessed. The company uses the media / channel partners from exhibitions and fairs, social media, media coverage, website, retail stores to market their products. Consumers project business is the main consumer relationshipsnya customers still use personal approach. The company's operational processes supported by external parties that played a major role in the productivity and distribution in which several key partnerships include manufacturing, the sole supplier of raw materials, online retail, and retail offline. Revenue streams the company is divided into four parts, namely the project, online and offline sales, workshops and educational tours, while the cost incurred by the company structures consisting of employee salaries, office operations, operational workshops, lease and debt capital, and manufacturing partners.

There are nine elements that distinguish between XYZ as benchmarking with CV Kandura Ceramics: 1) segmentation based on domestic and foreign tourists, hotels, five-star restaurant, and online consumer, 2) design that has aesthetic value and high durability while still maintaining characteristic nuances of Bali, 3) media used by XYZ consists of a showroom, website, media coverage, social media, exhibitions, 4) Customer service through the website or in the showroom, 5) key resources is derived from the raw materials, techniques combustion, the quality of human resources, 6) main partner of XYZ consists of raw material suppliers, retailers online and offline, partner courier 7) the company's revenue consists of a project, offline and online sales, and export 8) key activity of XYZ are same with CV Kandura ceramics ie. experiment, design, art work, production, and quality control 9) XYZ Company's cost structure consists of salaries of employees, the cost of showroom, office operations, leases and debt capital, as well as payments to business partners.

Strategies used to enhance the company's business model is divided into four sections, namely: market development strategy, strategy and increase the use of technology marketing, finding and training of the human resources potential, and strategies for improving the quality and quantity of products.

Keywords: benchmarking, business model canvas, ceramic, strategy, swot