SUMMARY

YUDHA PUJANGKARA. Business Model Development of Ornamental Cut Plants at PT. Pesona Daun Mas Asri. Supervised by ARIEF DARYANTO and ROKHANI HASBULLAH.

PT. Pesona Daun Mas Asri (PT. PDMA) is a company engaged in ornamental plants cut, as a company, PT. PDMA is very vulnerable to external threats that hinder business growth. The threat may be the trend of ornamental plants that rapidly changing and ornamental plants are very sensitive to the natural environment. The threat emanating from the external environment may affect the company's internal conditions. Internal condition of the company is the company's business model, so that the external environment can affect the company's business model. Repair business model continues to be the thing to do PT. PDMA to continue to develop its business in the face of external conditions are rapidly changing.

The purpose of this study is mapping the business model at PT. PDMA approach Business Model Canvas (BMC), the evaluation of the business model PT. PDMA, identifying the strengths, weaknesses, opportunities, and threats for PT. PDMA, and to develop a business model improvement. The method used is descriptive analysis, the type of data used are primary and secondary data. Data collected by observation, interviews, questionnaires, and literature studies. Sampling technique carried out by non-probability sampling with purposive technique.

The results of this study is mapping business model PT. PDMA based on nine elements business model of canvas showing that (1) customer segment of PT. PDMA are groups of traders, professionals, companies, and communities. (2) The value proposition of products offered by PT. PDMA is a cheap price, variety of types complete, and always follow the trend. (3) The line subscribers are communicating directly, through an intermediary distributors, and through the organizations of professions. (4) Customer Relationship include granting discounts and credit payment facility for traders to purchase a certain amount, sponsorship for activities organizations, and free consultations via personal assistance. (5) The current revenue PT. PDMA is derived from the sale of ornamental plants production, then from the sale of ornamental plants that are the result of supply of farmer groups. (6) Key activity to the PT. PDMA is the procurement of seeds and propagation plant activities, enlargement of ornamental plants, product marketing activities, distribution, and customer service. (7) The main resources owned by PT. PDMA is human resources, working capital as financial resources, and land production. (8) PT. PDMA also established partnerships with farmers' groups as an ornamental plant suppliers if PT. PDMA experiencing a shortage of products, and suppliers of seeds to propagate. (9) The cost structure of PT. PDMA consists of the purchase cost of seeds and ornamental plants, production costs, marketing costs, distribution costs, the cost of customer service, employee salaries, infrastructure maintenance, and the cost of procurement of goods or services.

The results of the evaluation of business models PT. PDMA today shows that there are some elements of PT. PDMA should be improved, namely (1) key activity, (2) the key resources, (3) customer channels and (4) revenue stream.
PT. PDMA has the power (1) responsive after-sales service, (2) effective personal assistance, (3) training of employees routinely performed, and (4) have the resources to open up new revenue streams. Weaknesses PT PDMA are (1) the time of harvesting is not according to plan and many failed crops, (2) the location is hard to reached by customer, (3) technology owned less in solving the problem, and (4) an revenue stream from one lane only. Opportunities faced by PT. PDMA are (1) the development of agricultural technology and information technology, (2) popular of green living lifestyle, (3) the growth of the hotel, and (4) the number of traditional celebrations. Threats faced by PT. PDMA are (1) the trend of ornamental plants is changing fastly, (2) natural conditions, (3) less product differentiation, and (4) the high number of competitors. SWOT analysis is an alternative development model of business namely: (1) increased revenue other than sales, (2) increased in selling to the end user, (3) increased the use of a variety of ornamental plant research, and (4) increased use of agricultural technology. Alternative priority development derived from the SWOT analysis, namely the development of short-term form of increased sales and increased revenue in addition to direct sales to end users. While the long-term development is the increased use of a variety of ornamental plant research and increased use of agricultural technology.

Business model design improvements generate new business models of PT. PDMA is good for the long term and short term. Development of short-term focus on the increase in turnover and working capital to capital in implementing the business model development long term, the use of greenhouses and various research of farm products. Based on the SWOT analysis, QSPM, comparisons with competitors, and customer service acquired projections of future cash flows PT. PDMA. Based on the projected cash flows, short-term development is done in one year, while long-term development of the business model performed at one year following the short term of development of a business model.

Keywords: ornamental cut plants, SWOT, business model development, business model canvas.