REZKI KAMILA. The Strategy of Honey Business Development at CV Ath-Thoifah Through Business Model Canvas Approach. Supervised by RIZAL SYARIEF and IMAM TEGUH SAPTONO.

Honey has many benefits not only as a medicine but also can be used as a food supplement. The market opportunities for honey business is still very wide open, this is indicated by the high value of Indonesian honey imports compared to the export value (net importer). CV Ath-Thoifah as one of the enterprises of small and medium-scale enterprises, which focuses on honey processing industries that contribute to the fulfillment of domestic honey. The need for repairs and improvements to the company’s business model is one of the strategies that can be developed by the company. Therefore, it should be made mapping the company’s business model using the business model canvas.

The objective of this study is to identify the business model of CV Ath-Thoifah approach to mapping business model canvas, draw up a business model canvas repair, organize and prioritize strategic alternatives for the development strategy of honey business at CV Ath-Thoifah. The method used in this research is a descriptive method in the form of case studies. This study used Business Model Canvas (BMC) approach to map the organization's current business model then continued with priority analysis on the nine elements to get the highest priority elements using Importance Performance Analysis (IPA), for the determination of priority used Analytical Hierarchy Process (AHP) method.

The results showed nine elements of the business model canvas at CV Ath-Thoifah currently. Based on the analysis of IPA was chosen three priority elements there are key activities, key partnerships, and cost structure, and four elements that affected the development of the business model canvas there are customers segments, customer relationships, channels, and key resources. Key activities, key partnerships, and cost structure were analyzed using SWOT and alternative strategy was obtained using SWOT matrix. The determination of strategic priorities is selected using the SWOT-AHP combination method. Strategic priorities selected in key activities element was to improve communication to the community about the benefits of Ath-Thoifah’s honey, holding training human resources with the external at regular intervals, implementing the production process in accordance with the principles of Good Manufacturing Practices (GMP) and included the certification of BPOM on product packaging, strategic priorities in key partnership elements is to develop a marketing system including promotional programs and recruitment of new employees, strategic priorities in cost structure elements is performed production efficiency and review the suitability of the selling price of bottle.

Keywords: AHP, business model canvas, IPA, honey, SWOT