

ABSTRAK

Pertumbuhan industri air minum dalam kemasan (AMDK) meningkatkan persaingan dan menyebabkan penjualan tidak stabil. Pengembangan untuk meningkatkan daya saing, XYZ Corporation perlu merancang ulang model bisnis AMDK merek `S` dengan menganalisis posisi perusahaan melalui perbandingan karakteristik segmentasi pelanggan. Penelitian ini menggunakan pendekatan *Business Model Canvas* (BMC) dan *Blue Ocean Strategy*, didukung oleh analisis SWOT dan K-Means Clustering.

Hasil BMC menunjukkan bahwa model bisnis saat ini belum berorientasi pada pengembangan dan keberlanjutan. Analisis SWOT menempatkan perusahaan pada kuadran 1 (strategi agresif) dengan skor IFE 1,48 dan EFE 0,657. Hasil *clustering* menghasilkan tiga segmen: massal, menengah, dan rendah. Target utama pengembangan model bisnis adalah segmen menengah dan massal, dengan *positioning* pada kuadran “*Keep the Good Work*”, artinya perlu dipertahankan dan difokuskan.

Redesain BMC menggunakan *Blue Ocean Strategy* menghasilkan model bisnis masa depan menggunakan kekuatan untuk mengambil peluang dengan penciptaan strategi baru yang berfokus pada segmen pelanggan baru dan penciptaan nilai unggul baru seperti program daur ulang, aplikasi resmi, layanan *membership*, sistem langganan, dan opsi kustomisasi. Inovasi ini diharapkan dapat mendorong peningkatan penjualan produk utama.

Kata Kunci : Air Minum Dalam Kemasan, *Business Model Canvas*, *Blue Ocean Strategy*, *K-Means Clustering*, *SWOT Analysis*.

ABSTRACT

The growth of the bottled drinking water (AMDK) industry has intensified competition and led to unstable sales performance. To enhance competitiveness, XYZ Corporation needs to redesign the business model of its S brand AMDK by analyzing the company's market position through a comparative study of customer segmentation characteristics. This research adopts the Business Model Canvas (BMC) and Blue Ocean Strategy approaches, supported by SWOT analysis and K-Means Clustering.

The results of the BMC analysis indicate that the current business model lacks a focus on development and sustainability. The SWOT analysis places the company in Quadrant I (aggressive strategy), with an IFE score of 1.48 and an EFE score of 0.657. The clustering analysis identifies three market segments: mass, middle, and low. The main targets for business model development are the middle and mass segments, which are positioned in the "Keep the Good Work" quadrant—indicating the need to maintain and prioritize these segments.

The redesigned BMC, developed using the Blue Ocean Strategy, results in a future business model that leverages internal strengths to seize opportunities through the creation of new strategies. These strategies focus on new customer segments and the creation of new competitive value propositions, such as recycling programs, an official mobile application, membership services, subscription systems, and customization options. These innovations are expected to boost the sales of the company's core products.

Keywords: *Business Model Canvas, Blue Ocean Strategy, K-Means Clustering, SWOT Analysis, Packaged Drinking Water.*