

## ABSTRAK

Penelitian bertujuan untuk memahami faktor-faktor eksternal dan internal dari perusahaan yang memengaruhi bisnis Depot Air Minum serta menentukan model bisnis yang sesuai dan mampu bersaing bagi depot air minum iBlue.

Penelitian ini termasuk kedalam penelitian deskriptif kualitatif. Sumber data yang digunakan adalah data primer dan metode pengumpulan data melalui *individual depth interview* (IDI) dan sumber data sekunder berupa data Badan Pusat Statistik. Alat analisis yang digunakan adalah analisis PESTEL, *Five forces* Porter, SWOT, dan kanvas model bisnis Ostelwalder dan Pigneur.

Hasil analisis PESTEL didapatkan bahwa kebijakan pemerintah, penurunan kemampuan ekonomi akibat pandemi, serta kemajuan teknologi dalam pengolahan air menjadi peluang bagi bisnis depot air minum iBlue, sedangkan kurangnya minat masyarakat menengah keatas, penurunan debit air sekitar jika menggunakan sumur bor, dan peraturan legal seperti tidak boleh digunakannya galon bermerek sendiri, dapat menghambat bisnis pada depot air minum iBlue.

Pada analisis *Porter's Five Forces* didapatkan ancaman dari tingginya jumlah kompetitor dan diferensiasi produk kompetitor yang cukup bervariasi, ancaman yang tinggi dari kualitas dan harga produk pengganti, serta ancaman daya tawar konsumen yang tinggi akibat *switching cost yang rendah* serta jumlah konsumen yang banyak. Pada analisis SWOT perusahaan memiliki keunggulan layanan pesan antar dan tampilan *showroom* depot yang dapat dilihat oleh konsumen.

Dari hasil analisis internal dan eksternal tersebut, maka didapatkan bentuk model bisnis yang dapat dikembangkan pada blok nilai proposisi, saluran, dan hubungan dengan pelanggan. Perusahaan dapat mengaplikasikan model bisnis tersebut dan meningkatkan usahanya dengan cara melakukan promosi secara digital lebih agresif, melakukan strategi *franchising* kedepannya untuk memperluas jangkauan pasar dan mengatasi masalah permodalan, serta melakukan sosialisasi dan edukasi masyarakat, sekolah serta UMKM agar Depot Air Minum iBlue dapat bersaing dalam industri depot air minum kedepannya.

Kata kunci : Depot Air Minum iBlue, Analisis PESTEL, analisis *Porter's Five forces*, analisis SWOT, Kanvas model bisnis Ostelwalder dan Pigneur.

## ABSTRACT

The research aims to understand the external and internal factors of the company that affect the drinking water depot business and determine the appropriate and competitive business model for the iBlue drinking water depot.

This research is included in the descriptive qualitative research. Sources of data used are primary data and data collection methods through individual depth interviews (IDI) and secondary data sources in the form of data from the Central Bureau of Statistics. The analytical tools used are PESTEL analysis, Porter's Five forces, SWOT, and the Ostelwalder and Pigneur business model canvas.

The results of the PESTEL analysis show that government policies, the decline in economic capacity due to the pandemic, and technological advances in water treatment are opportunities for the iBlue drinking water depot business, while the lack of interest of the middle and upper classes, a decrease in the flow of surrounding water when using drilled wells, and legal regulations such as not the use of self-branded gallons can hinder business at the iBlue drinking water depot.

In Porter's Five Forces analysis, it is found that the threat from the high number of competitors and the quite varied product differentiation of competitors, the high threat from the quality and price of substitute products, and the threat of high consumer bargaining power due to low switching costs and a large number of consumers. In the SWOT analysis, the company has the advantage of delivery service and the appearance of the showroom depot that can be seen by consumers.

From the results of the internal and external analysis, it is obtained a form of business model that can be developed on the value proposition, channel, and relationship with customers. Companies can apply this business model and increase their business by conducting more aggressive digital promotions, carrying out future franchising strategies to expand market reach and overcome capital problems, as well as socializing and educating communities, schools and MSMEs so that iBlue Drinking Water Depots can compete in the drinking water depot industry in the future.

**Keywords:** iBlue Drinking Water Depot, PESTEL analysis, Porter's Five forces analysis, SWOT analysis, Ostelwalder and Pigneur's business model canvas.