



ABSTRAK

DESAIN MODEL E-BUSINESS INKLUSIF DAN KOLABORATIF

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Pemanfaatan teknologi 4.0 dalam dunia bisnis melahirkan ekonomi digital yang merubah tatanan, proses dan ukuran kinerja bisnis. Inovasi pemanfaatan teknologi telah memperluas layanan *e-commerce* yang memfasilitasi aktivitas pemasaran dan logistik dalam jaringan internet menjadi layanan *e-business* yang melingkupi seluruh area kunci proses bisnis dengan mengusung nilai inklusif dan kolaboratif. *E-business* memiliki kemampuan meningkatkan kinerja pelaku bisnis melalui peningkatan kualitas produk, efisiensi, produktivitas dan daya saing serta perluasan kesempatan berbisnis. Pelaku bisnis di Indonesia 99% didominasi oleh UMKM yang berperan menyerap 97% tenaga kerja, menyumbang 60% PDB. Namun potensi tersebut tidak sejalan dengan tingkat partisipasi UMKM Indonesia dalam *e-business* yang hanya sebesar 15%. Selain itu, layanan *e-commerce* di Indonesia masih terbatas pada penempatan produk, pemesanan, pembayaran dan pengiriman. Penelitian ini bertujuan mengidentifikasi layanan *e-business* yang memiliki diferensiasi manfaat dalam memenuhi kebutuhan pengguna sebagai proposisi nilai untuk menyusun model *e-business* yang inklusif dan kolaboratif pada seluruh area kunci proses bisnis.

Penelitian menggunakan metode kuantitatif deskriptif dengan mengkombinasikan data primer dan sekunder. Data primer diperoleh melalui kuesioner pengguna dan wawancara praktisi yang digunakan untuk melakukan analisis kuantitatif menggunakan metode *QFD*. Hasil analisis *QFD* berupa tingkat relasi respon teknis layanan dengan prioritas kebutuhan pengguna menjadi informasi dasar dalam melakukan analisis strategi *blue ocean* untuk menghasilkan layanan strategis yang memenuhi kebutuhan prioritas dan dijadikan sebagai proposisi nilai dalam kanvas model bisnis. Proposisi nilai menjadi landasan awal untuk mengidentifikasi blok lainnya dalam kanvas model bisnis.

Urutan prioritas kebutuhan pengguna berturut-turut adalah keandalan, efisiensi sistem layanan, privasi dan keamanan, komunikasi, layanan nilai tambah, dan informasi. Sedangkan urutan tingkat kepentingan respon teknis layanan dalam memenuhi kebutuhan adalah informasi pasar, logistik dan pengiriman, kolaborasi informasi, pencarian dan komparasi. Relasi dari hasil analisis *QFD*, digunakan untuk analisis strategi *blue ocean* menghasilkan proposisi nilai model *e-business*, berupa pengembangan pencarian dan komparasi, penyimpanan data, produk kustom, pengalaman belanja pada toko fisik, agregasi permintaan, proses produksi pada toko fisik, laporan kinerja manajemen dan keuangan. Penerapan proposisi perlu dilakukan dengan konsep *freemium* untuk memicu efek jejaring pola *multi sided platforms*.

Kata Kunci: *E-commerce, E-business, Quality Function Deployment, Strategi Blue Ocean, Kanvas Model Bisnis.*



ABSTRACT

AN INCLUSIVE AND COLLABORATIVE E-BUSINESS MODEL DESIGN

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The utilization of 4.0 technology in the business sector gave birth to a digital economy that changed the structure, processes, and measurement of business performance. Innovation in the use of technology have expanded e-commerce services that facilitate marketing and logistics activities through the internet to become e-business services which cover all key areas of business processes by implementing inclusive and collaborative values. E-business can improve the performance of business through improving product quality, efficiency, productivity, and competitiveness as well as expanding business opportunities. Business in Indonesia is 99% dominated by MSMEs whose absorb 97% of the workforce and contributing 60% of GDP. However, this potential is not in line with Indonesia's MSME participation rate in e-business which is only 15%. Also, e-commerce services in Indonesia are still limited to product placement, ordering, payment and shipping services. This study aims to identify e-business services that have the advantages of differentiation in meeting user needs as a value proposition to develop an e-business model that is inclusive and collaborative in all key areas of business processes.

The study uses descriptive quantitative methods by combining primary and secondary data. Primary data were obtained through user questionnaires and interviews with practitioners, which were used to conduct quantitative analysis using the quality function deployment (QFD) method. The results of the QFD analysis are the relationship between the technical response of services with user's priority needs. It also becomes basic information in analyzing blue ocean strategy to produce strategic services to meet the priority needs and serve as a value proposition in the business model canvas. The value proposition becomes the initial foundation for identifying other blocks in the business model canvas.

The priority order of user needs is the reliability, service system efficiency, privacy and security, communications, value-added services, and information. While the order of technical response services importance to meet the needs is market information, logistics and delivery, information collaboration, search and comparison. The relation of the QFD analysis results, used for the analysis of the blue ocean strategy produces the value proposition for the e-business model, which consists of search and comparison development, data storage, custom products, shopping experience at the physical store, demand aggregation, the production process at the physical store, management performance and financial reports. The application of e-business model needs to be done with the freemium concept to trigger the network effect of multi-sided platforms patterns.

Keywords: E-commerce, E-business, Quality Function Deployment, Blue Ocean Strategy, Business Model Canvas.