

## ABSTRAK

Komoditas perkebunan banyak diusahakan di Indonesia seperti kelapa sawit, karet, kopi, teh, gula, kakao dan komoditas perkebunan lainnya. Usaha perkebunan di Indonesia diusahakan oleh tiga pihak. Pihak pertama yaitu perkebunan milik rakyat, perkebunan besar milik negara maupun perkebunan besar milik swasta. PT. KPBN merupakan perusahaan yang bergerak pada bidang pelayanan jasa pemasaran komoditas perkebunan dan layanan logistik. Berdirinya PT. KPBN ini diharapkan dapat meningkatkan *bargaining power* dari komoditas PTPN.

Penelitian ini mengkaji model bisnis PT. KPBN dengan menggunakan Kanvas Bisnis Model yang terdiri dari sembilan blok, yaitu: *Customer Segments*, *Value Propositions*, *Channels*, *Customer Relationships*, *Revenue Streams*, *Key Resources*, *Key Activities*, *Key Partnerships* dan *Cost Structure*. Tujuan dari penelitian ini adalah untuk menyusun model bisnis PT. KPBN berdasarkan Kanvas Bisnis Model, yaitu: *Customer Segments*, *Value Propositions*, *Channels*, *Customer Relationships*, *Revenue Streams*, *Key Resources*, *Key Activities*, *Key Partnerships* dan *Cost Structure*. Desain penelitian menggunakan desain kualitatif dengan teknik penelitian studi kasus. Teknik pengumpulan data yaitu observasi, wawancara, dan studi kepustakaan. Rancangan analisis data menggunakan tiga metode analisis yaitu analisis industri dengan menggunakan *Five Forces* Porter, analisis *Strength*, *Weakness*, *Opportunity* dan *Threat* (SWOT) dan analisis model bisnis dengan menggunakan kanvas bisnis model.

Hasil penelitian dengan kanvas bisnis model PT. KPBN yang meliputi 9 blok, sebagai berikut: *customer segments* PT. KPBN yaitu *segmented* dikarenakan *customer* tertentu yang membutuhkan komoditas perkebunan, *value proposition* PT. KPBN dengan menjaga kualitas, tepat waktu, supply tersedia dan harga komoditas yang dipasarkan, *channels* PT. KPBN dilakukan saluran distribusi langsung dengan cara lelang, *customer relationships* PT. KPBN melalui website perusahaan, pameran, dan *feedback customer*, *revenue streams* PT. KPBN didapatkan dari imbal jasa (*sales fee*), *key resources* PT. KPBN yaitu SDM dan laboratorium, *key activities* yang dilakukan PT. KPBN yaitu pemasaran dan analisa informasi pasar, *key partnerships* PT. KPBN dengan Reuters dan PTPN Holding dan *cost structure* PT. KPBN yaitu biaya *partnerships* dan biaya edukasi.

Kata kunci: perkebunan, pemasaran komoditas perkebunan, kanvas bisnis model

## **ABSTRACT**

*Plantation commodities are widely cultivated in Indonesia such as palm oil, rubber, coffee, tea, sugar, cocoa and other plantation commodities. Plantation business in Indonesia is cultivated by three parties. The first party is the plantation owned by the people, state-owned plantations and private plantations. PT. KPBN is a company engaged in the field of marketing services plantation commodities and logistics services. Establishment of PT. KPBN is expected to increase the bargaining power of PTPN commodities.*

*This research examined the business model of PT. KPBN using a Canvas Business Model that consisting of nine blocks, that is: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships and cost structure. The purpose of this research is to formulate business model of PT. KPBN based on Canvas Business Model, that is customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships and cost structure. The research used qualitative design with case study techniques. Research data collected by observation, interview, and study of literatures. The data analysis used three analytical methods: industry analysis using Five Forces Porter, Strength analysis, Weakness, Opportunity and Threat (SWOT) and business model analysis using model business canvas.*

*Results of research by model business model of PT. KPBN using 9 blocks, that is: customer segments PT. KPBN is segmented due to certain customers who need plantation commodities, value proposition PT. KPBN are maintaining quality, on time, available supplies and commodity prices, channels PT. KPBN is direct distribution channel by auction, customer relationships PT. KPBN are company website, exhibition, and customer feedback, revenue streams PT. KPBN is obtained from sales fee, key resources of PT. KPBN are human resources and laboratory, key activities PT. KPBN are marketing and analysis of market information, key partnerships PT. KPBN are Reuters and PTPN Holding and cost structure of PT. KPBN are cost of partnerships and cost of education.*

*Keywords: plantation, marketing of plantation commodities, canvas business model*