

## INTISARI

COVID-19 telah mengubah perilaku konsumen terhadap untuk membeli makanan dan minuman. Wabah COVID-19 telah membuka jalan bagi beberapa pelaku bisnis makanan minuman untuk melakukan perubahan perilaku bisnisnya agar tidak terkena dampak virus COVID-19 tersebut. Belanja makanan dan yang dulunya dilakukan secara offline yang bertemu langsung ke kedai makanan atau kedai minumannya sekarang mulai beralih ke pengiriman langsung ke pintu atau delivery. Melihat manfaat dan kecepatan yang ditawarkan belanja online dalam wabah saat ini, bisnis yang *resilience* di semua industri harus memanfaatkan teknologi digital untuk mengubah bisnis mereka.

Penelitian ini bertujuan untuk menganalisis resiliensi bentuk model bisnis PT Medja Sosial Tirta Rahsa dalam menghadapi Pandemi Covid-19. Kanvas model bisnis digunakan untuk memudahkan dalam menggambarkan dan menganalisis rancangan sebuah model bisnis. Metode pengumpulan data diperoleh dengan data primer dan sekunder. Data primer diperoleh melalui wawancara individu dengan Top level manajemen dari PT Medja Sosial Tirta Rahsa. Data sekunder didapatkan dari kajian literatur dan artikel bisnis model kanvas, resiliensi dan UMKM industri makanan dan minuman.

Hasil penelitian menunjukkan ada beberapa tambahan serta pengurangan strategi sesuai dengan tabel 4.6 resiliensi model bisnis inovasi PT Medja Sosial Tirta Rahsa. Maka model bisnis PT. Medja Sosial Tirta Rahsa *Resilient* dalam menghadapi pandemi virus Covid-19. Hasil dari model bisnis model inovasi yang baru dapat menjadi masukan bagi PT Meja Sosial Tirta Rahsa untuk di aplikasikan di bisnisnya. PT Medja Sosial Tirta Rahsa dapat melakukan penciptaan nilai baru berdasarkan perubahan model bisnis inovasi untuk menghasilkan sumber pendapatan tambahan dalam model bisnisnya. Disamping itu, daya beli masyarakat akan meningkat saat mengikuti perkembangan jaman yang serba *online*.

Kata kunci : UMKM, Industri Makanan dan Minuman, Resiliensi, Model Bisnis

## ABSTRACT

*COVID-19 has changed consumer behavior towards buying food and beverages. The COVID-19 outbreak has paved the way for several food and beverage business players to make changes to their business behavior so that they are not exposed to the COVID-19 virus. Food shopping and what used to be done offline that met directly at the food shop or beverage shop are now starting to switch to direct door delivery or delivery. Given the benefits and speed that online shopping has to offer in the current outbreak, or resilient businesses across all industries must leverage digital technology to transform their businesses.*

*This study aims to analyze the resilience of PT Medja Sosial Tirta Rahsa's business model in dealing with the Covid-19 pandemic. The business model canvas is used to make it easier to describe and analyze the design of a business model. Methods of data collection obtained with primary and secondary data. Primary data were obtained through individual interviews with top level management from PT Medja Sosial Tirta Rahsa. Secondary data were obtained from literature studies and articles on business model canvases, resilience and SMEs in the food and beverage industry.*

*The results of the study show that there are several additions and reductions to the strategy in accordance with table 4.6 resilience of the innovation business model of PT Medja Sosial Tirta Rahsa. Then the business model of PT. Social Medja Tirta Rahsa Resilient in the face of the Covid-19 virus pandemic. The results of the new innovation model business model can be input for PT Meja Sosial Tirta Rahsa to be applied in its business. PT Medja Sosial Tirta Rahsa can create new value based on changes in the innovation business model to generate additional revenue sources in its business model. In addition, people's purchasing power will increase when following the development of an all-online era.*

**Key Words :** SMEs, Food and Beverage Industry, Resilience, Business Models