

ABSTRACT

Business model is a framework which cover firm's activity as well as direction to achieve goals. This research implements the strategic process to formulate a business model then propose the business strategies. The subject of this study is a start-up medical device distribution company named PT. Bossanova in Semarang. Management tools such as SWOT (Strength-Weakness-Opportunity-Threat) analysis, SFAS (Strategic Factor Analysis Summary), and Porter's Five Forces had been used to evaluate the surrounding's condition.

Primary data has been collected by doing interview and Focus Group Discussion (FGD). There were dialogues to personnel in Top Management, Marketing, Human Resource, Operational, and Finance. The FGD consisted of 7 persons which carefully selected to match criteria. Action Research as qualitative method was applied. This method allows the researcher to explore the issue in depth-meaning.

The result of research has been systematically presented in the form of narrative text. Coding of verbatim and FGD template generated a complete insight about PT. Bossanova's environment. Thus, Business Model Navigator and Concentrated Strategy procedure especially made for the firm is delivered in a schematic illustration.

Keywords: Strategy formulation, SWOT analysis, SFAS, Porter's Five Forces, Business Model Navigator, Concentrated Strategy, qualitative action research.