

ABSTRACT

This study aims to develop a business model for the small business (SME) of Kue Ny Lina in Bogor City by using the Business Model Canvas approach which consists of 9 canvas building blocks (customer segment, value proposition, channel, customer relationship, revenue stream, key resources, key activities, key partnerships, and cost structure) and strategy development using SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) on 4 dimensions of the Business Model Canvas, namely the value proposition dimension, cost and revenue dimension, infrastructure dimension, and customer relationship dimension.

The theory used in this research is the Business Model Canvas and SWOT analysis by Osterwalder and Pigneur (2012), and the TOWS Matrix by David (2015). The method used in this research is descriptive by using qualitative analysis. The data collection method in this study used interviews, observation, documentation, and questionnaires.

The results of this study show that Ny Lina's Cake Canvas Business Model is currently still using the conventional business model. In the SWOT analysis and Mariks TOWS produced an alternative strategy where Kue Ny Lina can digitize by utilizing telecommunications and information technology to develop her business. The results of these alternative strategies become the basis for the results of the new Business Model Canvas where development strategies are carried out on all building blocks by implementing market penetration, market development, and product development strategies to reach a wider customer segment.

Keywords: strategy, business model, Business Model Canvas (BMC), SWOT analysis.