

## ABSTRAC

*This research aims to develop a Smart Business Map (SBM)-based business strategy for the Trading Business Unit of the Village-Owned Enterprises Tarumajaya, Indonesia. The study is conducted in response to the significant impact of the Covid-19 pandemic on micro, small, and medium-sized enterprises (MSMEs) in Indonesia. The research method employs a qualitative approach with primary data obtained through interviews with Director of Village-Owned Enterprises, The Manager of Trading Business Unit, and the Manager of the Financial Business Unit. Secondary data is also derived from government and authoritative sources.*

*The findings reveal that the MSMEs in the Trading Business Unit face difficulties in adapting to the digital era and utilizing online platforms for sales. Several constraints include inadequate financing, limited digital skills training, and lack of policy support and digital infrastructure. An SBM-based business strategy is recommended to help improve the performance of MSMEs. The strategy includes developing a Playing Field to expand the target consumers, a Market Landscape to leverage social media and e-commerce platform, and Operational Profitability to optimize business profits.*

**Keywords:** *Village-Owned Enterprises, Business Development Strategy, Smart Business Map, Competitiveness.*