

## **ABSTRACT**

*The coffee industry in Bandung has developed rapidly, creating both opportunities and challenges for micro, small, and medium enterprises (MSMEs) such as Neduh Kopi. Established in 2019, Neduh Kopi needs to formulate a new business strategy to remain competitive in a dynamic market. This study aims to develop a new business model for Neduh Kopi using the Business Model Canvas (BMC) framework based on SWOT and TOWS analysis.*

*This study uses a qualitative method with a descriptive approach, collecting data through in-depth interviews, field observations, and internal document analysis. The Business Model Canvas (BMC) is used to map the key elements of the current business model, while SWOT analysis helps identify strengths, weaknesses, opportunities, and threats. New strategies are formulated using the TOWS Matrix to integrate the findings from the SWOT analysis.*

*The results show that Neduh Kopi can strengthen its market segmentation by addressing the needs of its current segment, as well as increasing its focus on university students. By offering more than just a coffee experience, through additional facilities and discount programs, Neduh Kopi can attract more customers. The use of social media and online sales will also be maximized to reach a wider market.*

*This new business model strategy includes increasing customer interaction through loyalty programs and staff training, investment in technology, and strengthening partnerships with suppliers and local communities. Cost efficiency will also be improved through the management of direct coffee bean purchases from farmers and tight operational management.*

*This study contributes to the literature on the development of MSME business models in the coffee sector using BMC, SWOT, and TOWS Matrix. The research recommendations include focusing on improving product and service quality and expanding the market through innovative marketing strategies and product diversification. The implementation of these strategies is expected to enhance the competitiveness and market position of Neduh Kopi as a cafe offering a unique and high-quality customer experience.*

**Keywords:** *Micro, Small and Medium Enterprises (MSMEs), Business Model Canvas (BMC), SWOT analysis, TOWS matrix*