ABSRACT

The marketing communication services industry has undergone significant transformation in recent decades. This is driven by economic growth, changes in societal perspectives, and the increasing need for companies to build their image in the eyes of the broader public. Lifestyle changes have also influenced the industry's growth. Despite significant development, the marketing communication services industry in Indonesia faces several challenges, such as rapid digital transformation and intense competition among competitors. Additionally, changing demand patterns caused by the widespread use of social media as an information channel require companies to continuously innovate and adapt to industry needs.

The purpose of this research is to design a Business Model Canvas using SWOT Analysis and the TOWS Matrix as tools for formulating strategies needed to address the problems faced by CV. RH COMS and to develop its business, which will impact the quality and performance to be better compared to competitors in the same industry or market. This research uses a descriptive qualitative method, with data collection techniques through interviews, observations, and documentation. The informants number 3 from the internal side. Based on the interview results, the existing Business Model Canvas can be considered quite good because CV. RH COMS meets all 9 blocks of elements. The researcher then conducted a detailed identification of the Business Model Canvas reviewed with SWOT Analysis. Subsequently, the results obtained from the company's internal condition show 9 elements of strengths and 9 weaknesses, while the external condition of the company shows 9 elements of opportunities and 8 elements of threats. These results were then processed using the TOWS Matrix to determine strategic factors that can be enhanced by the company and to design a new Business Model Canvas. The result includes 9 elements that need to be improved by the company by adding important points to each block overall, with specific emphasis on the channels, value propositions, key resources, cost structure and revenue streams (Priority Strategies).

Keywords: *Business Model Canvas, Analisis SWOT, Matriks TOWS., Management Strategy, CV. RH COMS.*