

## ABSTRACT

*The food and beverage (F&B) industry in Indonesia continues to experience rapid development, driven by lifestyle changes, increased purchasing power, and growth in the number of micro, small and medium enterprises (MSMEs). One sector that has experienced significant growth is pastry products, including soft cookies. Keikuro, a culinary startup founded in July 2023, is here to meet the market's need for sweet snacks by carrying out the concept of soft cookies that are soft and rich in flavors. This business targets people aged 15-35 years, especially in the Bandung area, which is known to have a dynamic and trendy culinary lifestyle.*

*This study aims to develop Keikuro's business development strategy using a Business Model Canvas (BMC) approach that is customized based on the results of the SWOT analysis. By combining the business model analysis approach and internal and external environmental factors, this research provides a comprehensive overview of the potential and challenges faced by Keikuro in building a sustainable strategy. The main focus is on how Keikuro can increase brand awareness, expand the market, and improve operational and financial efficiency.*

*The method used in this research is a descriptive qualitative approach, with primary data collection through interviews and observations, as well as secondary data from scientific journals and industry reports. The analysis process starts from the preparation of the initial BMC, mapping internal strengths and weaknesses, identifying external opportunities and threats, to the preparation of a new BMC that has been adjusted. This step enables the formulation of strategies that are responsive to market dynamics and consumer needs.*

*The results showed that Keikuro has strengths in innovative products, quality flavors, and competitive prices. However, limited production capacity and dependence on one distribution partner are weaknesses that need to be addressed. Great opportunities emerge from the trend of digitalizing the sales of food and the increasing consumption of sweet snacks. Keikuro can optimize social media as the main promotional channel and expand distribution partners to reach a wider market. The resulting strategy also emphasizes the importance of efficiency in the supply chain and cash flow management.*

*By aligning BMC elements and SWOT factors, Keikuro can design concrete steps in business development in a structured and adaptive manner. This study concludes that the integration between business model and strategic analysis provides a clear direction for business growth. It takes commitment in implementing the strategies that have been designed as well as periodic evaluation so that Keikuro can maintain its competitive advantage and develop into a strong local cookie brand.*

**Keywords:** *Business Model Canvas, SWOT, Keikuro, Development Strategy, MSME, Soft Cookies*