

ABSTRACT

Pocket Coffee is a premium instant coffee business based on liquid espresso, targeting young consumers with an active lifestyle. Although it offers strong product value through storytelling and practical packaging, the business faces challenges in its distribution system, manual production, and the absence of a digital ordering platform. This study aims to formulate adaptive and competitive business development strategies using the Business Model Canvas (BMC), SWOT analysis, PESTLE, Porter's Generic Strategy, and the TOWS Matrix.

The theoretical foundation includes differentiation-based business strategy, the BMC framework as a tool to visualize the overall business model, and the application of SWOT and PESTLE analyses to understand the company's internal and external environment. Previous research is also reviewed as a reference, particularly studies related to innovation in digital and community-based MSME business models.

This research employs a qualitative case study approach, using in-depth interviews with six internal and four external informants. The data analysis was conducted descriptively and triangulated across sources using 18 BMC indicators, SWOT analysis, and external environmental factors based on PESTLE. A TOWS Matrix strategy was also designed to map the relationship between strengths, weaknesses, opportunities, and threats as a basis for developing Pocket Coffee's business model.

The results show that Pocket Coffee's core strengths lie in its espresso quality, exclusive packaging design, and storytelling approach that builds emotional attachment with consumers. However, weaknesses were found in its distribution system and customer loyalty management. The proposed development strategies include the integration of a pre-order-based digital ordering system, expansion into online marketplaces, formulation of SOPs for small-batch production, and community activation efforts to enhance customer loyalty and brand visibility.

The conclusion of this study indicates that a differentiation strategy supported by digitalization and community engagement is the most relevant direction for Pocket Coffee's business development. Practical recommendations include strengthening the ordering system, improving production efficiency, and increasing customer involvement, while theoretical suggestions encourage further research on the integration of BMC, SWOT, and Porter's strategies in digital-based MSME contexts.

Keywords: *Business Strategy, Differentiation, Business Model Canvas, SWOT, TOWS Matrix, Business Plan, Pocket Coffee*