

ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) play a key role in driving economic growth in Indonesia and continue to expand across various sectors. However, the large number of business actors has led to increasingly intense competition. Therefore, business owners must continuously innovate their products to remain competitive and stand out in the market.

This study aims to develop and validate the business model of CV Inti Karya Bersama through three main aspects: desirability, viability, and feasibility. A qualitative approach was used, involving data collection through interviews, observation, and documentation, along with a case study strategy. The results show that in terms of desirability, customers are satisfied with the product's design, functionality, and ease of use, validating the customer segment, value proposition, and channel elements. In the viability aspect, the price is considered appropriate for the quality, validating the revenue stream element. Meanwhile, the feasibility aspect is supported by a well-functioning ordering system and timely delivery.

The study concludes that the business model of CV Inti Karya Bersama is feasible for further development, with recommendations to maintain potential customer segments, enhance product value, and optimize digital marketing. Academically, this research serves as an initial reference for validating business models of non-culinary MSMEs and suggests future studies incorporate quantitative methods to obtain broader data. Practically, it is recommended that CV Inti Karya Bersama offer custom order services, expand promotions to other platforms, and collaborate with influencers to increase market reach.

Keywords: *business model canvas, business model validation, product development, testing business ideas*