

ABSTRACT

UMKM have an important role in supporting the Indonesian economy, including in West Java Province, which continues to show growth in the number of UMKM from year to year. Celestial Blooms is one of the UMKM engaged in flower board rental services, but faces challenges in maintaining stable income due to fierce competition, product limitations, and less than optimal marketing channels. This research aims to analyze the existing business model of Celestial Blooms and design a new business model using the Business Model Canvas (BMC) method and SWOT analysis. Data were collected through interviews, observations, and literature studies. The analysis results show that the existing business model has strengths in competitive prices, but has weaknesses in limited product variety and customer segment. Based on the SWOT results and TOWS calculations, a proposed Business Model Canvas was designed that emphasized the development of customization services, expansion of digital marketing channels such as TikTok, and diversification of payment methods. Implementation of the design results showed an increase in customer reach and improved business performance that increased total revenue by about 25 percent. This research is expected to be a reference for business model development for similar UMKM in the future.

Keywords: UMKM, Business Model Canvas, SWOT Analysis, Business Model, Celestial Blooms.