ABSTRACT

The culinary industry faces high levels of competition due to the presence of numerous existing businesses and low barrier to entry, especially in the current digital era. Micro, Small, and Medium Enterprises (MSMEs) in this sector encounter unique challenges due to limited resources. R-Food is a micro business in the culinary field based in Tasikmalaya, West Java. This research aims to analyze the appropriate competitive strategy as a basis in formulating a more competitive business model. The study analyzes macro-environmental factors using STEEP analysis and industry environmental factors using Porter's Five Forces. Data was collected through interviews with internal and external informants to understand the existing business model, challenges, and environmental conditions faced by R-Food. The analysis led to the identification of the differentiation strategy as suitable for R-Food based on its competitive advantage and the extensive market size. Consequently, a new and more relevant business model was formulated to align with the differentiation strategy and adapt to the environment.

Keywords: Business Model Canvas, STEEP Analysis, Porter's Five Forces Analysis, Competitive Strategy, SME.