

## **ABSTRACT**

*Micro, Small, and Medium Enterprises (MSMEs) are crucial sectors in Indonesia's economy today. In the culinary sector of Bandung Regency alone, MSMEs have seen a growth of 11,944 business units, intensifying competition within the culinary industry. MBE, located in Bandung Regency, is among these MSMEs facing significant decline due to various internal and external factors.*

*This study aims to analyze MBE's business model using the Business Model Canvas (BMC), design a new business model, and identify strategies to improve MBE's performance.*

*The research employs a descriptive qualitative method. Data were collected through in-depth interviews with MBE stakeholders and a forum group discussion to identify and formulate necessary strategies.*

*The findings reveal that MBE requires 14 new strategies to address its performance decline. These strategies are categorized into three groups: short-term, medium-term, and long-term. Short-term strategies include product diversification, menu adjustment to consumer trends, and human resource training. Medium-term strategies involve expanding customer retention programs, leveraging digital platforms, and geographic expansion. Long-term strategies focus on efficient resource management, utilizing tax subsidies, and developing strategic partnerships.*

*This research contributes by providing a set of strategies that can be adapted to MBE's business model to enhance performance and competitiveness. It is recommended that MBE implement the formulated strategies with a focus on product diversification, customer retention, and operational efficiency to navigate the increasingly competitive culinary industry.*

**Keywords:** *MSMEs, Business Model Canvas (BMC), MBE*