ABSTRACT

After the COVID-19 pandemic hit Indonesia, economic growth began to move towards a positive trajectory, including in the Micro, Small, and Medium Enterprises (MSMEs) sector. Ayam Baek, a culinary business classified as an MSME, was significantly affected by COVID-19. It was closed for three years and resumed operations in February 2023. Unfortunately, Ayam Baek has not been able to return to its previous state and has experienced a decline in revenue post-COVID-19. This study aims to identify the Business Model Canvas (BMC) used by Ayam Baek, evaluate its level of implementation, and develop effective strategies to address the challenges faced. The research employs a qualitative case study method to gain a comprehensive understanding of Ayam Baek.

The study finds that Ayam Baek currently utilizes a Business Model Canvas (BMC) involving broad customer segmentation, a value proposition of high-quality chicken products, and distribution channels through physical restaurants and online platforms. Despite having an efficient operational structure and good marketing strategies, challenges such as reliance on third-party platforms, lack of innovation, and fluctuations in raw material costs affect efficiency and profitability. Based on SWOT analysis, new strategies include developing menus aligned with culinary trends, expanding online platforms, enhancing customer service, and investing in technology and process automation. The strategy also involves revenue diversification through catering services and loyalty programs. Changes to the BMC include adding new elements such as online promotions and loyalty programs, and adjusting elements like customer segments, channels, and revenue streams to address challenges and strengthen Ayam Baek's market position.

Keywords: *Culinary, Business Model Canvas (BMC), Ayam Baek*