

ABSTRACT

Topoppie MSME is a micro, small, and medium enterprise producing healthy bread and cakes made from sourdough. Established in 2020 in Bogor City, this MSME's focuses on quality products with the advantage of natural raw materials. Topoppie offers various products such as sourdough bread, cookies, cakes in boxes, and traditional foods. Targeting middle to upper market segments, this business offers high-quality, healthy, and delicious products tailored to support a balanced lifestyle. However, despite having promising market potential, Topoppie MSME faces challenges in achieving revenue targets due to a limited workforce, less than optimal utilization of sales channels, and tight competition with other bakeries in the Bogor area. This study aims to evaluate the existing business model and design a new one using the Business Model Canvas (BMC) approach, equipped with a SWOT analysis and a value proposition canvas. Primary research data was obtained through interviews with business owners, while secondary data was obtained through related literature studies. SWOT analysis is used to identify the strengths, weaknesses, opportunities, and threats of Topoppie MSME. The study results indicate that optimizing digital marketing through Instagram and diversifying channels are strategic steps to expand market share. The proposed business model also includes strategies for improving customer relationships and operational efficiency. Financial simulations show that implementing a new business model has the potential to increase revenue by up to 10% compared to previous conditions. This study is expected to be a strategic solution for Topoppie MSMEs to increase competitiveness and achieve sustainable growth. In addition, the results of this study can also be a reference for other MSMEs facing similar challenges.

Keywords: **Business Model Canvas, Topoppie MSME, SWOT Analysis, Value Proposition Canvas**