

ABSTRACT

MSMEs play a crucial role in economic growth in Indonesia. One MSME currently experiencing rapid growth is the coffee business sector, creating intense competition in the industry. This is due to the continued emergence of coffee shops, leading to an increase in competitors. Kelana Coffee is one MSME in the coffee industry facing challenges in the competitive landscape.

This study aims to determine the business model of Kelana Coffee MSME using the current Business Model Canvas approach and a SWOT analysis developed using the SWOT matrix to identify the strengths, weaknesses, opportunities, and threats facing Kelana Coffee. Furthermore, this study also employed PESTEL analysis and Porter's Five Forces analysis to identify various external factors influencing Kelana Coffee performance

This study employed qualitative methods, using data collection methods such as observation, interviews, and documentation. Interviews served as the primary data collection tool. Interviews were conducted with five informants: three internal and two external.

The results indicate that several blocks in Kelana Coffee Business Model Canvas require development. The development strategy was formulated based on the results of a SWOT analysis and a SWOT matrix of the nine main blocks of the Business Model Canvas. The SO (Strength-Opportunity), WO (Weakness-Opportunity), ST (Strength-Threat), and WT (Weakness-Threat) strategies yielded seven alternative strategies to strengthen competitiveness and improve Kelana Coffee business performance. Therefore, Kelana Coffee is expected to consider the recommendations in the new Business Model Canvas to optimize its business operations.

Keywords: *Business Model Canvas, MSMEs, PESTEL Analysis, Porter Five Forces Analysis*