

## ABSTRACT

*Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in driving the national economy but often face challenges such as intense competition, limited marketing reach, and rapid shifts in industry trends. This research focuses on Kitanata, a furniture-based MSME from Bogor, and aims to formulate a business development strategy by integrating the Business Model Canvas (BMC) with SWOT analysis to enhance competitiveness. The study employs a descriptive qualitative approach with a case study strategy. Data were collected through in-depth interviews, field observations, and documentation. The findings reveal that Kitanata excels in product quality and customization services but struggles with competition from low-priced imported goods, the absence of a customer loyalty program, and limited offline marketing channels. Through SWOT analysis on the nine BMC elements, development strategies were formulated, including implementing a loyalty program, expanding digital marketing channels, and strengthening brand value as a premium local furniture provider. These strategies were developed using the SWOT matrix to construct a new, more adaptive BMC model. This study contributes to MSME strategic development by presenting the integration of BMC and SWOT frameworks as a comprehensive approach to navigating dynamic industry challenges. The study also recommends similar strategic integration for other MSMEs seeking sustainable competitiveness in a rapidly evolving market.*

**Keywords:** *Business Model Canvas, SWOT, business strategy, competitiveness, MSMEs, Kitanata*