

ABSTRACT

*The Covid-19 pandemic has significantly impacted the sustainability of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia, particularly in the fashion industry, which is highly sensitive to consumer behavior and trend shifts. Kimirai Indonesia, a local modest fashion boutique in Bandung, experienced a decline in performance due to a misalignment between its business model and post-pandemic market dynamics. Therefore, this study aims to redesign Kimirai's business model using the **Business Model Canvas (BMC)** framework and propose a **pivot strategy** as an adaptive response to overcome the challenges of the post-crisis period (Osterwalder & Pigneur, 2010; Ries, 2011).*

*This research employs a descriptive qualitative approach through in-depth interviews, observation, and documentation. The analysis covers all nine BMC elements and applies the four dimensions of pivot strategy based on Voelpel (2004): **customer, technology, business system infrastructure, and profitability**. The findings reveal that several components of Kimirai's business model must be pivoted, especially customer segmentation, digital distribution channels, and internal business systems. These adjustments are intended to improve business relevance, meet evolving customer needs, and enhance long-term competitiveness.*

The study offers a theoretical contribution by reinforcing the integration of the BMC framework and pivot strategy within the context of MSME recovery. It also provides practical insights in the form of a redesigned business model that is more adaptive, digitally integrated, and aligned with current consumer behavior. The results are expected to serve as a reference for other MSMEs seeking strategic recovery through innovation, market responsiveness, and digital transformation.

Keywords: *Business Model Canvas, Pivot Strategy, MSMEs, Fashion Business, Kimirai Indonesia, Covid-19*