

## ABSTRACT

*In the era of the Fourth Industrial Revolution, the Giat Telkom University Consumer Cooperative (TKG) faces significant challenges in technology adaptation and business management. With digitalization and changing consumption patterns, TKG needs to develop a more adaptive and innovative business model. This study aims to examine and strengthen TKG's business model using the Business Model Canvas (BMC) Pivot approach.*

*The objective of this study is to analyze the existing business model of TKG, identify factors influencing change, and develop revised business strategies to enhance TKG's sustainability and competitiveness in the digital era. The main goal is to provide practical and data-driven recommendations to improve TKG's business performance.*

*This study uses a qualitative approach with descriptive methods. Data were collected through in-depth interviews with TKG management and members, as well as direct observation of cooperative operations. The analysis was conducted using BMC to illustrate the current business model, followed by the Pivot method to identify and implement necessary changes.*

*The results indicate that the existing TKG business model has several weaknesses, particularly in digital marketing and access to capital. Through BMC Pivot analysis, it was found that adopting digital technology and operational restructuring can enhance TKG's efficiency and competitiveness. The successful implementation of new strategies, including digital marketing, rebranding, and strategic partnerships, is crucial.*

*This study contributes to the development of cooperative business models in the digital era, particularly in the context of higher education. Recommendations include further development of BMC strategies in line with market and technological dynamics, as well as further research to test the implementation and long-term impact of the proposed strategies. Regular evaluation and adaptation to changes in the business environment are vital for TKG's sustainability.*

*Keywords: Consumer Cooperative, Business Model Canvas (BMC), Telkom University*