

ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) have become an integral part of Indonesian society. Although familiar, the true understanding of MSMEs is often limited. Pikapiki Baby Clothes is an MSME based in Bandung. Currently, Pikapiki is available on all social media platforms and e-commerce sites such as websites, WhatsApp Business, Instagram, Facebook, Tokopedia, and Shopee. Pikapiki's baby clothes sales have declined over the past five years due to increasing competition from other baby clothing brands, rapid changes in baby fashion trends, and the influx of imported goods.

This study aims to recommend new strategies for Pikapiki Baby Clothes MSME by utilizing the Business Model Canvas (BMC) concept and involving SWOT analysis. The research method used is descriptive qualitative with a case study of Pikapiki Baby Clothes MSME.

The study concludes three main points. First, the BMC analysis highlights customer segmentation diversification, product creativity, online channel utilization, and commitment to product quality that meets Indonesian National Standards (SNI). Second, the SWOT analysis identifies 28 alternative strategies formulated in the SWOT Matrix, resulting in nine SO strategies, six WO strategies, two ST strategies, and eight WT strategies. Third, the SWOT Matrix results form a new BMC, including product diversification, investment, membership services, and increased efficiency through financial adjustments and new technology.

Keywords: *Micro, Small, and Medium Enterprises (MSMEs), Business Model Canvas (BMC), SWOT Analysis*