

## ABSTRACT

*This study aims to analyze and design a business model innovation for the MSME Geprek Saudah, located in Bojongsoang, Bandung Regency, by applying the Business model canvas (BMC) framework along with supporting analyses including VRIO, PESTLE, Porter's Five Forces, and SWOT. The background of this research stems from a significant decline in revenue over the past three years, unstructured financial management, and challenges in reaching new customers amid increasingly fierce culinary industry competition. This research employs a qualitative case study method with a descriptive-analytical approach, in which data were collected through in-depth interviews, observations, and documentation.*

*The BMC analysis identified the need for updates in the value proposition, distribution Channels, and Customer Relationships. The signature chili sauce and fast service were recognized as sources of competitive advantage based on the VRIO analysis. Meanwhile, external analyses using PESTLE and Porter's Five Forces revealed that spicy food trends, digital technology adoption, and market competition intensity are key factors influencing business sustainability.*

*The research results recommend a new business model that includes menu diversification, strengthening digital promotion, optimizing online delivery services, and developing a customer loyalty program. Operational digitalization is also proposed to improve efficiency. It is expected that these strategies will enhance Geprek Saudah's competitiveness, expand market reach, and create a more adaptive and sustainable business model in the long term.*

*Keywords: MSMEs, Business model canvas, PESTLE Analysis, Porter's Five Forces, SWOT Analysis, Business Model Innovation.*