

ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) in Indonesia increasingly require adaptive business strategies in the digital era. BHV Creative, a provider of product photography and videography services for MSMEs, must develop relevant and sustainable strategies. This study aims to formulate business development strategies for BHV Creative by integrating the Business Model Canvas (BMC) and SWOT analysis.

This research employs a descriptive qualitative case study approach, using in-depth interviews with two internal and three external informants. Data were analyzed using NVivo software to identify strategic issues across nine BMC blocks, followed by SWOT analysis for strategic formulation.

The results show that BHV Creative's strengths lie in its quality services and strong customer relationships, while weaknesses include limited promotional channels. Opportunities arise from MSME digitalization trends, whereas threats stem from low-cost competitors. The study produces a revised BMC model and data-driven business development strategies. The study concludes that integrating BMC and SWOT effectively supports strategy formulation for creative service-based MSMEs.

Keywords: *Business Model Canvas, SWOT, MSMEs, Business Strategy, BHV Creative*