

ABSTRACT

Indonesia's food and beverage industry has shown significant growth in recent years, driven by increasing demand for practical, hygienic, and authentic-tasting food products. This trend has encouraged the emergence of new players in the ready-to-eat packaged food sector, including Ranusa. Ranusa is a micro-business offering ready-to-eat sambal and traditional Indonesian dishes in hygienic packaging. Despite a promising market potential, Ranusa faces several challenges in its business development, such as limited production capacity, restricted distribution, and raw material fluctuations. These conditions highlight the need for adaptive and data-driven business strategies to strengthen competitiveness and ensure long-term growth.

This study aims to formulate appropriate business development strategies for Ranusa using the Business Model Canvas (BMC) approach and SWOT analysis. The specific objectives include: identifying the elements of the current BMC implemented by Ranusa; analyzing internal Strengths and Weaknesses as well as external Opportunities and threats using SWOT analysis supported by PESTEL and Porter's Five Forces frameworks; and developing new business strategies that can be integrated into the existing BMC to improve performance and sustainability.

A qualitative research approach was employed using a case study method. Data were collected through in-depth interviews with the founders, direct observation of operational activities, and review of relevant documentation. The analysis was conducted descriptively by mapping the BMC elements, then integrating the findings with SWOT analysis to formulate a comprehensive strategy. All data were analyzed inductively to reflect the real conditions and business development needs of Ranusa accurately.

The findings reveal that Ranusa's Strengths lie in the product's uniqueness and authentic taste, while Weaknesses include limited distribution efficiency and a lack of product variety. Major Opportunities arise from the growing market interest in traditional ready-to-eat food, whereas threats stem from increasing competition in the same industry. Based on the integrated analysis, several development strategies were proposed, including product diversification, strengthening digital distribution, enhancing customer experience, and forming strategic partnerships with culinary communities.

This research contributes theoretically by demonstrating the application of the BMC and SWOT frameworks in the context of packaged food MSMEs. Practically, the study provides relevant and adaptive strategic recommendations for similar businesses to navigate market changes. It is recommended that Ranusa conduct regular evaluations of its business model, enhance brand identity through cultural storytelling, and leverage digital technology to support sustainable operations and marketing growth.

Keywords: *Business Development Strategy, Business Model Canvas, SWOT Analysis, MSMEs, Packaged Food.*