

ABSTRAK

Penelitian ini bertujuan untuk: 1) menganalisis model bisnis UMKM Mamak Kirana yang sedang berjalan berdasarkan pendekatan *Business Model Canvas* (BMC); 2) merumuskan strategi pengembangan yang sesuai dengan kondisi UMKM Mamak Kirana berdasarkan analisis SWOT; serta 3) memberikan rekomendasi rancangan perbaikan *Business Model Canvas* (BMC) UMKM Mamak Kirana. Penelitian menggunakan metode deskriptif kualitatif dengan teknik pengumpulan data melalui wawancara dan observasi, serta penentuan informan menggunakan *purposive sampling*. Hasil penelitian menunjukkan bahwa model bisnis UMKM Mamak Kirana memiliki fondasi yang cukup kuat dari sisi keberagaman segmen pelanggan, produk khas Madura dengan harga terjangkau, dan jaringan distribusi *online* maupun *offline*, namun masih terdapat kelemahan pada pengelolaan keuangan, pemanfaatan media sosial, keterbatasan mitra penjualan, dan ketergantungan produksi pada cuaca. Berdasarkan analisis SWOT terhadap sembilan elemen BMC, dihasilkan enam alternatif strategi yang mengarah pada penetrasi pasar, pengembangan pasar, dan pengembangan produk. Rekomendasi perbaikan diberikan pada kesembilan blok BMC meliputi perluasan segmen pelanggan, penetapan harga stabil dan *bundling* produk, penambahan *marketplace* digital, penyediaan akses *customer complaint*, diversifikasi pendapatan melalui produk olahan limbah terung, pengadaan peralatan produksi, penyusunan SOP pemasaran dan pelayanan, penambahan kemitraan dengan toko oleh-oleh dan minimarket, serta penerapan pencatatan keuangan yang teratur

Kata Kunci : Analisis SWOT; Manajemen; Model Bisnis Kanvas; UMKM

ABSTRACT

This study aims to: 1) analyze the current business model of Mamak Kirana MSMEs based on the Business Model Canvas (BMC) approach; 2) formulate a development strategy that is appropriate to the conditions of Mamak Kirana MSMEs based on a SWOT analysis; and 3) provide recommendations for improving the Business Model Canvas (BMC) of Mamak Kirana MSMEs. The study uses a qualitative descriptive method with data collection techniques through interviews and observations, and the determination of informants using purposive sampling. The results of the study indicate that the Mamak Kirana MSME business model has a fairly strong foundation in terms of customer segment diversity, typical Madurese products with affordable prices, and online and offline distribution networks, but there are still weaknesses in financial management, utilization of social media, limited sales partners, and production dependence on weather. Based on a SWOT analysis of the nine BMC elements, six alternative strategies were generated that lead to market penetration, market development, and product development. Recommendations for improvement were given to the nine BMC blocks, including expanding customer segments, establishing stable prices and product bundling, adding a digital marketplace, providing access to customer complaints, diversifying revenue through processed eggplant waste products, procuring production equipment, preparing marketing and service SOPs, adding partnerships with souvenir shops and minimarkets, and implementing regular financial records.

Keywords : *SWOT Analysis; Management; Business Model Canvas; MSMEs,*