

Business Model Canvas Analysis of the Pexita MSME’s Community in Bekasi: a Case Study in Muslimadani

Nabila Oktavani ¹, Nuriana Oktaviani ², Ayu Khusnul Hayati ³, Muthia Adisty Damayanti ⁴,
Widiyati Jariyah ⁵, Anita Maulina ^{6*}

¹ Institute of Social Sciences and Management STIAMI, Jakarta - Indonesia

¹ oktavani29@gmail.com; ² nuryanaoktaviani1288@gmail.com; ³ ayukhusnul6@gmail.com; ⁴ muthiaadistyd@gmail.com;

⁵ widiyatij1308@gmail.com; ⁶ anita@stiami.ac.id*

* corresponding author : Anita Maulina

ARTICLE INFO

Article history :

Received : June 13, 2025

Revised : June 10, 2025

Accepted : June 17, 2025

Keywords :

Business Model Canvas;

SWOT Analysis;

MSME’s;

Bekasi;

Moslem Fashion;



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Majalah Ilmiah Bijak

ABSTRACT

Muslimadani, a micro, small, and medium enterprise (MSME), specializes in the production and marketing of men’s clothing, including koko shirts, sirwal, robes, and kurtas for children, adolescents, and adults. This study aims to identify and analyze the challenges, constraints, and potential solutions within Muslimadani’s business model canvas. A descriptive qualitative method was employed. The main issues faced by Muslimadani include rapidly shifting fashion trends and intense competition in both local and online markets such as TikTok, Shopee, Lazada, and Tokopedia. The Business Model Canvas framework is applied to examine key business components: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. Muslimadani operates three physical outlets located in Tanah Abang Market (Central Jakarta), Umair Store (Malang), and Goro Assalam Wholesale Center (Solo), and actively markets its products through various online platforms. Through a combined analysis of the Business Model Canvas, STP (Segmentation, Targeting, and Positioning), and SWOT, this study suggests that Muslimadani has the potential to enhance sales and broaden its market share by strategically targeting the right customer segments and positioning its products effectively.

1. INTRODUCTION

The creative economy sector has demonstrated significant growth as part of Indonesia’s manufacturing industry. The Ministry of Tourism and Creative Economy remains optimistic that the sector’s performance will continue to improve and even surpass targets set for 2024 (Dyah, 2023). Figure 1 highlights the increased performance of the creative economy sector in the third quarter of 2023.

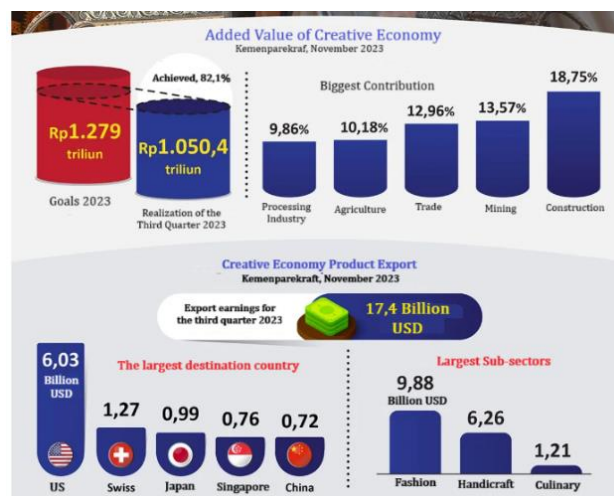


Figure 1. Increase in Value-Added and Exports of Creative Economy Products
Source: (Dyah, 2023)

The figure illustrates that the creative economy sector achieved 82.1% of its value-added target by Q3 2023. This indicates a highly competitive environment, compelling creative entrepreneurs to develop effective business strategies. Bekasi, as a satellite city of Jakarta, is also expected to contribute significantly to the development of the creative industry and earn the status of a Creative City (Hendriyani, 2023). However, many vulnerable groups—such as youth and women—remain underutilized (Pangesti et al., 2023; Setyaningrum et al., 2023; Sufa et al., 2021). Empowering women economically is often cited as a strategy to overcome discrimination and violence. Bekasi is home to a women-led MSME community called Pexita, which spans culinary, craft, and fashion industries. The involvement of Pexita is anticipated to contribute meaningfully to Bekasi's vision of becoming a Creative City and to serve as a model for other regions.

To maximize Pexita's performance and serve as a role model, the community must enhance its operations through appropriate business strategies. The Business Model Canvas and SWOT analysis offer strategic tools for MSME development by addressing nine key elements: customer segmentation, distribution channels, revenue streams, resources, customer relationships, key activities, value propositions, cost structure, and partnerships (Hayati & Amelia, 2023).

Numerous studies have applied the Business Model Canvas and SWOT frameworks in various business sectors. (Mahardika, 2023) found that these tools provided a comprehensive view of a coffee shop's strengths, weaknesses, opportunities, and threats, as well as strategic development recommendations. Similarly, (Fitriani et al., 2020) concluded that the Business Model Canvas and SWOT could guide market penetration, product development, and technological advancement in the footwear industry.

Based on the above, applying the Business Model Canvas and SWOT to the Pexita MSMEs can provide a holistic understanding for strategic planning. Therefore, this study aims to analyze the Business Model Canvas and SWOT strategies within the Pexita community (specifically focusing on Muslimadani) and offer recommendations for future business development.

The Muslimadani MSME faces significant challenges rooted in the rapidly evolving fashion trends and intense competition within both local and online marketplaces. The fast-paced changes in consumer preferences require continuous product innovation and quality assurance to maintain market relevance, as highlighted by the limited product variety and narrowing target market currently constraining Muslimadani's growth. This issue is compounded by stiff competition on digital platforms such as TikTok, Shopee, Lazada, and Tokopedia, which demands agile marketing strategies and creative branding efforts to capture and retain customer interest. Furthermore, Muslimadani's reliance on a relatively narrow customer segment—primarily men interested in Islamic modern fashion—limits expansion possibilities and necessitates targeted segmentation and positioning strategies to broaden its market share effectively.

Research Questions

1. What is the business model canvas strategy applied by the Pexita MSMEs in the fashion sub-sector?
2. What are the strengths, weaknesses, opportunities, and threats (SWOT) faced by Pexita MSMEs, specifically in the case of Muslimadani?

Research Objectives

1. To analyze the Business Model Canvas strategy applied to Pexita MSMEs (case study: Muslimadani) in the fashion sub-sector.
2. To identify the strengths, weaknesses, opportunities, and threats (SWOT) faced by Pexita MSMEs (case study: Muslimadani).
3. To provide recommendations for future business strategies.

2. LITERATURE REVIEW

Business Model Canvas

The Business Model Canvas (BMC) is a strategic management tool introduced by Osterwalder and Pigneur in 2010. It has gained significant popularity in the entrepreneurial landscape due to its ability to visually represent a business's core elements on a single canvas (Clark et al., 2022; Johnson, 2012). The BMC consists of nine essential building blocks that describe how a company creates, delivers, and captures value. These nine components are organized into four key business areas: customers, offerings, infrastructure, and financial viability.

The nine building blocks of the Business Model Canvas are as follows:

- a. **Customer Segments:** This refers to the different groups of people or organizations a business aims to serve. Each segment has specific needs, behaviors, resources, and preferences. Therefore, businesses are encouraged to develop tailored marketing strategies for each segment. However, not every group of customers necessarily constitutes a viable market segment.
- b. **Value Propositions:** These are the unique combinations of products and services that create value for a specific customer segment. Value propositions address customer needs and provide solutions that differentiate a business from its competitors. These may include innovation, customization, performance, or design features that attract customers.
- c. **Channels:** Channels are the mediums through which a company communicates with and delivers value to its customer segments. These include distribution, sales, and communication channels that help raise awareness, allow customers to evaluate offerings, and facilitate purchases.
- d. **Customer Relationships:** This element refers to the type of relationship a business establishes with each customer segment. Companies must define whether relationships will be personal, automated, self-service, or community-based, depending on the market dynamics.
- e. **Revenue Streams:** Revenue streams represent the income generated from each customer segment. These can take various forms, such as direct sales, subscriptions, licensing, or advertising, and are essential to sustain operations and growth.
- f. **Key Resources:** These are the most critical assets required to make a business model function effectively. They enable the creation of value propositions, access to markets, maintenance of customer relationships, and generation of revenue. Key resources can be physical, intellectual, human, or financial.
- g. **Key Activities:** These are the fundamental tasks a company must perform to operate successfully. They include production, problem-solving, platform/network management, and supply chain coordination, among others.
- h. **Key Partnerships:** Strategic alliances, joint ventures, and supplier relationships are examples of partnerships that enable a business model to function. Partnerships help reduce risks, optimize resources, and acquire activities or assets the company cannot produce internally.
- i. **Cost Structure:** This component outlines all major costs incurred while operating a business model. These include fixed and variable costs, economies of scale, and cost advantages that influence pricing strategies and profitability.

SWOT Analysis

SWOT analysis is a strategic planning tool used to identify internal and external factors that may influence an organization's success. It is essential in defining corporate missions, setting objectives, developing strategies, and establishing policies. SWOT analysis provides insights into the internal strengths and weaknesses of an organization and the external opportunities and threats in its environment.

According to (Benzaghta et al., 2021; Phadermrod et al., 2019; Puyt et al., 2023), SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. Strengths and weaknesses are internal factors, while opportunities and threats arise from external circumstances. SWOT is a historically rooted method that helps managers construct an accurate strategic overview of their organization's situation. Every business may adopt a unique strategy based on its specific conditions and environments (Arwin et al., 2019).

3. METHOD

This study employs a **descriptive qualitative approach**, which is suitable for investigating phenomena in their natural context, where the researcher serves as the primary instrument of data collection and analysis (Sugiyono, 2016). The study seeks to describe and analyze the Business Model Canvas (BMC) and SWOT strategy as applied to the Pexita MSME community, focusing on the case of Muslimadani within the fashion sub-sector.

Research Subjects and Informants

The key informants in this research include MSME actors affiliated with the Pexita community in the fashion sub-sector, consumers, community organizers, and government representatives from the City of Bekasi.

Research Stages

The study employed a descriptive qualitative approach to analyze Muslimadani's business model using multiple data collection techniques including observation, in-depth interviews, and document analysis. Data were gathered from key informants such as Muslimadani MSME operators, Pexita community organizers, customers, and policy stakeholders in Bekasi. Observations were conducted during operational hours to capture real-time insights into business processes, customer interactions, and marketing activities. The interview process involved both face-to-face and WhatsApp communications, allowing for open-ended responses that enriched the contextual understanding of business challenges and opportunities. Supplementary data from news articles and social media provided further evidence to support the analysis. After data collection, a rigorous process of data reduction, organization, and synthesis was undertaken to focus on findings aligned with the research objectives, followed by verification procedures to ensure validity and reliability.

The analytical framework combined the Business Model Canvas (BMC), SWOT analysis, and STP (Segmentation, Targeting, Positioning) strategy to comprehensively evaluate Muslimadani's business operations. The BMC was used to systematically map and diagnose the nine key components of the business model: Key Partners, Key Activities, Value Proposition, Customer Relationships, Customer Segments, Key Resources, Channels, Cost Structure, and Revenue Streams. SWOT analysis identified internal strengths and weaknesses, such as Muslimadani's high-quality embroidery and limited product variety, as well as external opportunities and threats including digital marketplace expansion and intense competition. Complementing this, the STP framework refined market understanding by highlighting the importance of distinct customer segmentation, precise targeting, and strategic brand positioning to enhance competitive advantage. The integration of these methods enabled the formulation of practical and theoretical recommendations aimed at optimizing business resilience, market reach, and sustainable growth in the digital era.

This study follows several stages:

1. Identification of MSME Conditions within Pexita

Initial identification is conducted through direct observation, pre-surveys, and interviews with MSME actors to understand the context and issues faced.

2. Proposal Formulation and Design

This stage includes defining the research method, determining key variables and instruments, and formulating the conceptual framework and budget.

3. Data Analysis

Qualitative data is gathered through interviews with Muslimadani MSME actors and Pexita community administrators in the fashion sector. The data is then processed, analyzed, and interpreted to draw conclusions and formulate recommendations. This is followed by the preparation of progress and final reports.

Research Object

The primary analytical tools used in this study are the **Business Model Canvas** and **SWOT Analysis**, which serve as the main variables for assessment.

Data Sources and Collection Techniques

Primary data is obtained through in-depth interviews with MSME actors (Muslimadani), Pexita community organizers, consumers, and public policy stakeholders from the City of Bekasi. Direct observations are conducted on MSME operations, customer interactions, and supporting contexts. Additional insights are gathered through relevant news articles, websites, and social media platforms. Documentation involves reviewing records and past activities of the Pexita MSME community to supplement primary data.

Data Analysis and Conclusion Drawing

This process involves organizing and simplifying raw data collected from interviews and observations by eliminating irrelevant information and focusing on key findings aligned with the research objectives. After reduction, the data is structured and presented to enable interpretation and draw meaningful conclusions. Conclusions are derived from the synthesized data, followed by a verification process to ensure the validity and reliability of findings, supported by credible documentation and evidence.

4. RESULTS AND DISCUSSION

Research Results

This study employed a descriptive qualitative approach, using instruments such as observation, interviews, and document analysis. The data were interpreted from responses provided by informants, either through direct interviews or analysis of supporting documentation related to the study titled *"Business Model Canvas Analysis of the Pexita MSMEs Community in Bekasi (Case Study: Muslimadani)"*.

Data were collected through field observations at the Muslimadani MSME, which operates from Monday to Friday between 08.00–16.00 WIB and on Saturday from 08.00–15.00 WIB. The store is closed on Sundays. In-depth open-ended interviews were conducted face-to-face, and in some cases via WhatsApp, to allow a comprehensive understanding of participants' experiences and perceptions.

Based on the data gathered from interviews and observations, the Business Model Canvas (BMC) proves to be a highly effective tool for Muslimadani to structure and evaluate its business model. The BMC allows the enterprise to identify strengths and weaknesses, seize potential opportunities, and recognize threats to business sustainability through SWOT analysis. Additionally, the STP (Segmentation, Targeting, Positioning) strategy enhances Muslimadani's understanding of its market segments, enabling precise targeting and strategic product positioning.

Muslimadani is a small-scale business focusing on the production and sale of Islamic men's clothing—such as koko shirts, sirwal, robes, and kurtas—targeting children, teenagers, and adults. Alongside its physical stores, Muslimadani capitalizes on digital platforms including TikTok, Shopee, Lazada, Tokopedia, and its official website to expand marketing reach.

The BMC enables Muslimadani to better segment a diverse market, target the most promising segments, and position its products effectively across various channels, including online marketplaces and MSME bazaars. This strategic alignment has the potential to improve competitiveness and market growth.

Using SWOT analysis, the research found that Muslimadani's strength lies in its high-quality and uniquely embroidered products, which distinguish them from competitors. However, weaknesses include a narrowing target market and limited product variety. Opportunities are seen in optimizing digital marketplace use and diversifying products to attract a broader customer base. The primary threat remains the intense market competition. To mitigate this, Muslimadani must enhance product quality and introduce added value to sustain customer interest. The following summarizes the current implementation and recommended improvements for each of the nine BMC components:

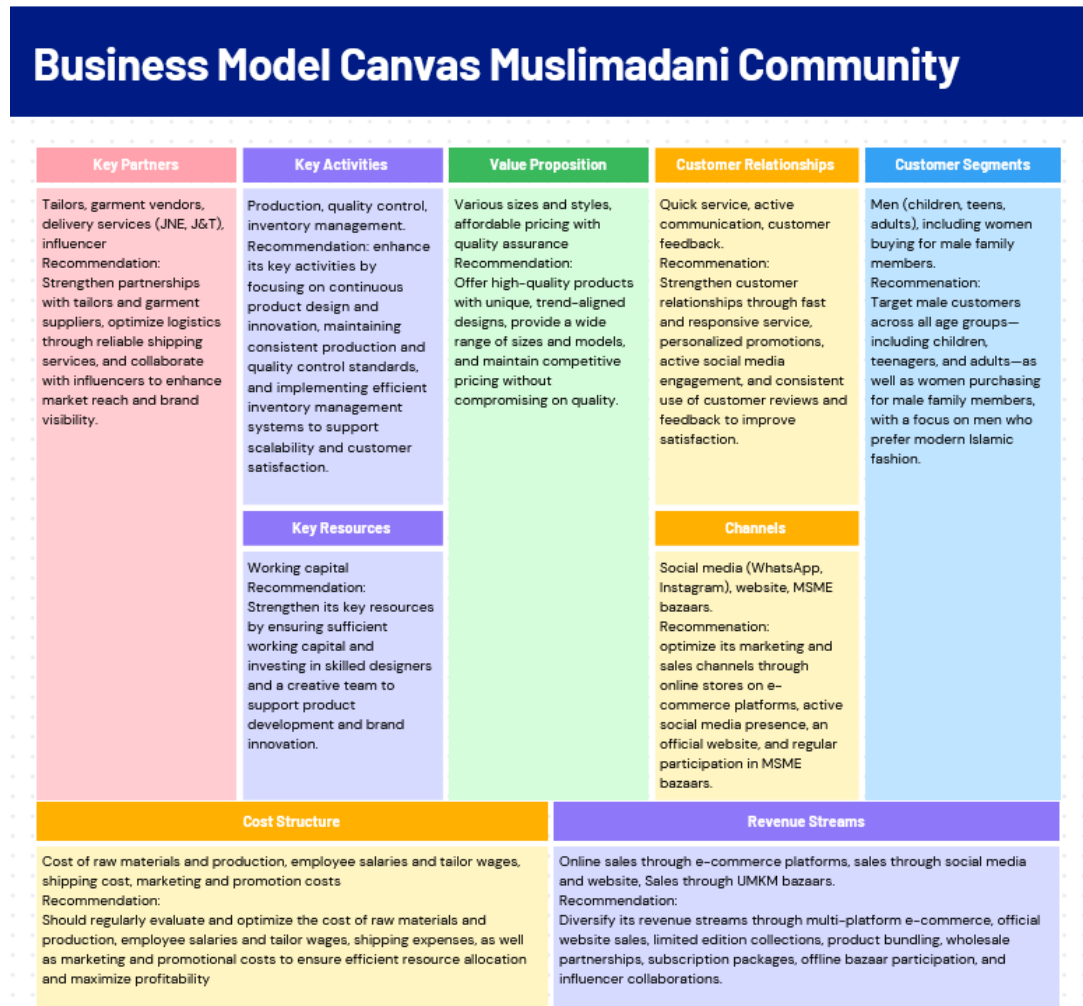


Figure 2 Business Model Canvas Pexita

The visual representation titled "**Business Model Canvas Pexita**" presents a comprehensive strategic overview of the Muslimadani business—an MSME member of the Pexita community in Bekasi—using the Business Model Canvas (BMC) framework. The diagram systematically maps the nine core elements of a business model: Key Partners, Key Activities, Value Proposition, Customer Relationships, Customer Segments, Key Resources, Channels, Cost Structure, and Revenue Streams. Each element is accompanied by strategic recommendations derived from empirical observations and supported by relevant academic studies.

In the **Key Partners** section, Muslimadani collaborates with tailors, garment vendors, delivery service providers (such as JNE and J&T), and influencers. The recommendation to strengthen these partnerships—especially with logistics services and digital influencers—is in line with the findings of Hayati & Amelia, (2023), who observed that partnerships with operational and promotional stakeholders significantly enhanced the performance and outreach of food-based MSMEs in Medan.

The **Key Activities** include product design, quality control, and inventory management. The recommendation emphasizes the importance of continuous product innovation, consistent quality

assurance, and efficient inventory systems. These recommendations mirror the study by Mahardika, (2023), which concluded that MSMEs in the lifestyle sector must invest in internal processes to maintain product relevance and customer satisfaction in a competitive market.

Regarding **Value Proposition**, Muslimadani offers a diverse range of styles and sizes at affordable prices, maintaining high-quality standards. The strategic suggestion to offer uniquely designed, trend-aligned products is consistent with Fitriani et al., (2020), who highlighted that MSMEs in the footwear industry could achieve market differentiation by innovating design and responding to shifting consumer preferences.

Customer Relationships are currently built through responsive service, direct communication on social media, and attention to customer feedback. This aligns with (Fitriani et al., 2020; Mahardika, 2023) findings on tourism-based MSMEs, where active digital engagement significantly strengthened brand loyalty and customer retention. Personalized promotions and interactive platforms are therefore essential in enhancing Muslimadani's customer relationship strategy.

In terms of **Customer Segments**, Muslimadani primarily serves men across different age groups—children, teens, adults—and also targets women purchasing for male family members. It is recommended to focus on men with a preference for modern Islamic fashion. This segmentation reflects concept of designing value propositions for distinct market segments to address specific needs unmet by competitors.

For **Key Resources**, Muslimadani depends on working capital and is advised to invest in skilled designers and creative teams to support innovation. Pasaribu et al. (2023) emphasized that the development of intellectual capital and creative talent is critical to sustaining innovation and competitiveness in small enterprises, particularly in design-sensitive industries such as fashion.

The **Channels** employed include social media (e.g., WhatsApp, Instagram), the official website, and participation in MSME bazaars. The recommendation to further engage in multi-platform e-commerce—including Shopee, Tokopedia, and TikTok Shop—is well supported by Sedarmayanti (2014), who noted that omnichannel strategies accelerate market penetration and strengthen consumer trust in emerging digital marketplaces.

The **Cost Structure** includes raw materials, production, employee wages, shipping fees, and marketing expenses. Muslimadani is encouraged to conduct regular cost evaluations and optimize budget allocations. These practices are aligned with lean business principles, which Arwin et al. (2019) identified as essential for MSMEs operating under resource constraints, ensuring that spending drives value creation and operational sustainability.

Finally, **Revenue Streams** currently derive from social media sales, e-commerce platforms, and MSME bazaars. Recommendations include revenue diversification through subscription packages, product bundling, influencer-led collaborations, and wholesale channels. Johnson (2012) argues that businesses with multiple income streams tend to be more resilient and adaptable to market fluctuations—an insight highly relevant to MSMEs navigating post-pandemic economic recovery.

In sum, the BMC visualization for Pexita's Muslimadani business illustrates the strategic potential of combining structure with creativity. It serves as both a diagnostic and prescriptive tool, enabling the enterprise to navigate the complexities of a competitive, digitalized market while remaining grounded in its local community. Moreover, it provides a replicable model for other women-led MSMEs aiming to scale sustainably in Indonesia's evolving creative economy.

Discussion

This study demonstrates that the application of the Business Model Canvas (BMC) is highly effective in systematically mapping the nine essential components of Muslimadani's business model, including Key Partners, Key Activities, Value Proposition, Customer Relationships, Customer Segments, Key Resources, Channels, Cost Structure, and Revenue Streams. Using BMC enabled Muslimadani to identify its competitive advantages, such as high-quality embroidery products and a niche positioning in the Islamic men's fashion market. This finding aligns with the arguments of Alexander Osterwalder and Pigneur (2010), who highlight that BMC serves as a comprehensive

framework for viewing all aspects of a business in an integrated manner and acts as a strategic roadmap for innovation and business development.

The integration of SWOT analysis with the BMC provides a deeper understanding of the internal and external factors affecting Muslimadani's business sustainability. Strengths include unique products and a loyal customer base, while weaknesses involve a limited product variety and dependence on a narrow market segment. Opportunities arise from potential digital marketplace expansion and influencer partnerships, whereas threats mainly come from intense competition and rapidly shifting fashion trends. This approach is consistent with previous studies by (Benzaghta et al., 2021) and (Phadermrod et al., 2019), underscoring the importance of SWOT as a strategic evaluation tool in a competitive market environment.

The application of the STP (Segmentation, Targeting, Positioning) framework further enhances Muslimadani's market understanding by emphasizing the need for specific market segmentation, precise targeting, and strategic product positioning. This enables the business to focus on the most promising customer groups and optimize marketing communication. The use of STP aligns with strategic marketing literature suggesting that effective segmentation enhances brand relevance and product appeal to target consumers.

The study's findings also emphasize the critical role of integrating a structured business model via BMC with SWOT and STP analyses to build MSMEs' competitiveness in the digital era. This integration allows Muslimadani not only to comprehend internal and external business conditions but also to formulate directed steps for product development, branding, and utilization of both online and offline distribution channels. These results support the findings of (Mahardika, 2023) and (Fitriani et al., 2020), who reported the effectiveness of combining BMC and SWOT in improving business strategies within Indonesia's creative and manufacturing industries.

The relevance of this research to prior studies is also seen in the emphasis on diversifying sales channels and leveraging digital platforms as key strategic opportunities. Muslimadani's effective use of marketplaces such as TikTok Shop and Shopee allows for broader audience reach, complemented by tactics like product bundling and personalized promotions to enhance customer loyalty. These practices align with recommendations from (Hendriyani, 2023) and (Pangesti et al., 2023) concerning digital transformation to foster the creative economy in Bekasi City.

Nonetheless, the study acknowledges that limitations in resources and digital readiness hinder the full optimization of digital strategies. This points to the need for capacity building among creative human resources and fostering strong strategic partnerships, including with influencers and logistics providers. This finding echoes insights from (Setyaningrum et al., 2023) regarding women's entrepreneurship which requires structural support to achieve sustainable business success.

Overall, this research confirms the validity of the BMC, SWOT, and STP theories in the context of a community-based MSME in Islamic fashion in Bekasi, while also offering practical contributions through an adaptive and competitive business model fit for digital markets. The integration of these three frameworks creates a holistic approach that could be replicated by other MSMEs in Indonesia and other developing countries facing similar challenges. This resonates with earlier research advocating for integrated approaches to empower SMEs amid global competition and accelerating digitalization.

5. CONCLUSION

This study applied the Business Model Canvas (BMC) to analyze and develop strategic recommendations for Muslimadani, a fashion-focused micro, small, and medium enterprise (MSME) within the Pexita community in Bekasi. Through a qualitative approach supported by SWOT and STP frameworks, the research investigated the nine key components of the BMC: Key Partners, Key Activities, Value Proposition, Customer Relationships, Customer Segments, Key Resources, Channels, Cost Structure, and Revenue Streams. The findings affirm that Muslimadani possesses several competitive advantages, particularly in its product quality, niche market positioning, and initial efforts to integrate digital marketing and sales platforms. However, the analysis also reveals critical areas for

strategic improvement, such as diversification of product lines, optimization of digital channels, expansion of strategic partnerships, and improvement of cost efficiency.

The integration of SWOT analysis provided a deeper understanding of internal and external factors affecting Muslimadani's business model. Strengths such as product uniqueness, embroidery quality, and loyal customer base were evident, while weaknesses included limited product variety, dependence on a narrow target market, and underutilization of creative branding strategies. Opportunities were identified in digital marketplace expansion, influencer marketing, and seasonal product lines, whereas threats revolved around intense competition and shifting fashion trends. The STP framework further enriched the study by highlighting the need for clear market segmentation, precise targeting, and strategic positioning to enhance brand relevance.

The implications of this research are threefold: practical, theoretical, and policy-related. For practitioners, particularly MSME owners and managers in the fashion sector, this study offers actionable insights into business modeling using the BMC framework. The case of Muslimadani demonstrates how small enterprises can leverage structure and strategy to navigate competitive markets. Practical steps include investing in creative human resources such as designers, forming partnerships with influencers and logistics providers, and actively managing social media engagement. Additionally, MSMEs should adopt a multi-channel sales approach, combining e-commerce platforms with physical presence through bazaars or pop-up stores. These practices align with global trends in MSME development, where digital transformation is no longer optional but essential. This study encourages MSMEs to build resilient models capable of adapting to market shifts. For example, Muslimadani's ability to pivot to TikTok Shop or Shopee can not only increase revenue streams but also attract new demographic segments. Moreover, loyalty-building tactics such as product bundling, personalized promotions, and customer review integration can enhance retention and brand equity.

Theoretically, this research contributes to the growing body of knowledge on strategic management for MSMEs by validating the effectiveness of the BMC-SWOT-STP integration. It reinforces the argument presented by (Alexander Osterwalder & Pigneur, 2010) that a well-structured business model can serve as a blueprint for innovation, scalability, and sustainability. This study further adds depth by contextualizing BMC within a local, community-driven business ecosystem in Indonesia. Comparisons with past studies such as those conducted by (Mahardika, 2023) and (Fitriani et al., 2020) show that although BMC has been widely applied in various industries, its effectiveness depends on the accuracy of internal diagnosis via SWOT and the strategic clarity offered by STP. Therefore, this research supports a hybridized strategic model for MSMEs that are transitioning into the digital economy. Additionally, the study highlights how MSMEs can function as living laboratories for entrepreneurship education. The application of BMC in Muslimadani could be used as a case study in business schools, vocational training, and community development programs.

From a policy standpoint, the findings provide valuable input for local and national government bodies aiming to support MSME development. Agencies such as the Ministry of Cooperatives and SMEs, local chambers of commerce, and municipal governments can use the BMC framework to evaluate MSME readiness for digital transformation and export potential. Moreover, the study underscores the importance of public-private-community partnerships (PPCP) in empowering women-led and community-based MSMEs like Pexita. Government-supported capacity-building programs should emphasize training in digital marketing, business modeling, and financial planning. Incentives for collaboration between MSMEs and digital platforms, such as subsidies for online store setup, could accelerate their scaling-up process.

Despite its contributions, this research is subject to several limitations that must be acknowledged. First, this study focuses on a single MSME (Muslimadani) within a specific community (Pexita in Bekasi). While this allows for in-depth analysis, it limits the generalizability of the findings. MSMEs in other regions or sectors may face different structural challenges or market dynamics. Second, as a qualitative study, the research relies heavily on interviews, observations, and document analysis. While rich in context, the findings may be influenced by researcher bias or the subjective perspectives of informants. A mixed-methods approach incorporating quantitative metrics such as sales growth and customer retention rates would enhance the robustness of future research. Third, the research was

conducted within a specific time frame in 2024, which may not capture longitudinal trends or the evolving nature of digital platforms. Future studies should consider long-term performance tracking to measure the impact of implemented strategies over time. Lastly, some recommendations, particularly those involving e-commerce and influencer partnerships, assume a certain level of technological readiness and digital literacy. For MSMEs in areas with limited internet access or low digital skills, these strategies may not be immediately applicable.

Future research could explore comparative analyses between multiple MSMEs across different creative sub-sectors to identify common success factors or structural bottlenecks. Incorporating quantitative data and customer analytics could also provide a more nuanced understanding of market behavior. Moreover, studies that examine the long-term effects of BMC-guided interventions would be valuable in validating the sustainability of such strategic models.

Overall, this study provides both theoretical and practical value by showcasing how a structured business model framework, when combined with strategic tools like SWOT and STP, can empower community-based MSMEs to grow sustainably in the digital era. While the case of Muslimadani is context-specific, the lessons derived are highly transferable and relevant to MSME development across Indonesia and other emerging economies.

Acknowledgment

The authors would like to express their sincere gratitude to the Ministry of Higher Education, Research, and Technology of the Republic of Indonesia for providing funding support through the 2024 Student Creativity Program (Program Kreativitas Mahasiswa – PKM). This research would not have been possible without the financial and institutional support granted under this program.

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