Proceeding International Conference on Economic Business Management, and Accounting (ICOEMA)-2022
Program Studi Doktor Ilmu Ekonomi
Universitas 17 Agustus 1945 Surabaya-2022

ICOEMA 2022

Beezdigital Business Development Strategy with Analysis of Business Model Canvas

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Abstract

In an effort to support the progress of MSMEs in Indonesia, Beezdigital conducts research on its business model. This research is used to identify strategies, vulnerabilities, and opportunities in Beezdigital business development through analysis using the Business Model Canvas method. This study uses a descriptive qualitative research method, by analyzing the business model using the Business Model Canvas, which includes customer segments, value propositions, channels, customer relationships, revenue streams.), main activity, main resource, main partner, and cost structure. This research was conducted from April 2022 to July 2022 at the Beezdigital Creative Agency. Meanwhile, based on the findings of the researchers, it was concluded that in the implementation of the business model canvas strategy, every element of the planning implementation that had been prepared had gone well according to the plan, it was just that there were obstacles. in several segments implemented, among others: customer segments, main activities, key resources, and key partners. From the analysis carried out, Beezdigital can formulate an update strategy that must be carried out.

Keywords: *Marketing Mix (4P), Business Model Canvas, SWOT Analysis, Digital Marketing*

INTRODUCTION

The development of technology is advancing so fast, especially in the era of globalization like today. The opening of opportunities to develop business is getting wider, making competition between businesses more intense. Every business owner will find as much as possible a way to compete in order to maintain his market share. If there is no serious effort from business actors to deal with this matter, it is likely that their business will experience a slump or even bankruptcy. Beezdigital needs to think of new business development strategies that can make better changes in its business activities. Business development strategies play an important role in business continuity both in the short and long

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term. To get the right and mature business strategy, of course, it is necessary to go through some analysis using existing methods such as the Business Model Canvas.

Business Model Canvas or commonly referred to as BMC is a method by creating a business model to communicate and define business concepts or ideas more easily which generally consists of a vision and mission, work system, company objectives, or management structure that exists in the company to sources of business funding. By identifying each element in the BMC, the company will be able to find out the advantages and disadvantages that must be improved. BMC is also generally used in making business plans or as a reference for companies in running their business. Therefore, Beezdigital will use BMC as a method to find and design the right and mature business strategy so that it can help Beezdigital to be better and meet the targets that have been set. Based on the description above, the purpose of this study is to find out strategies, weaknesses and opportunities in beezdigital business development by conducting an analysis using the Business Model Canvas method as an effort to develop beezdigital business and help the progress of MSMEs in Indonesia.

METHOD

The research method used in this study is a qualitative descriptive research method. Inthe nature of the presentation, the researcher gave an overview of the business model using the Business Model Canvas (BMC). This research was conducted in April 2022-July 2022 at the Beezdigital Creative Agency company which is a service that offers services in the fields of social media Management, Business Development, Branding Design, Graphic Design, Product Photos / Videos. The research was conducted by analyzing the implementation of the business model canvas plan that had been prepared previously which in each element, namely Customer Segment, Value Proposition, Channels, Customer Relationship, Revenue Streams, and Key Activities, Key Resources, Key Partners, and Cost Structure has a table of the results of application analysis and evaluation so that it can formulate new development strategies that can be carried out.

RESULTS AND DISCUSSION

The results of this study are in the form of an update strategy and also the success of the business model canvas plan that has been prepared previously and can be used as a consideration by Beezdigital in developing its business.

Customer Segments (Segmentasi Pelanggan)

Before conducting an in-depth analysis related to the implementation of Customer Segments on the Beezdigital Business Model Canvas, data is needed that can support the analysis of the Business Model Canvas. Therefore, pthere is a beginning of planning, the customer segment targeted by Beezdigital is MSMEs and companies with a small scale this is because the service capacity and also human resources that exist on Beezdigital can only be resolved by the medium-scale customer segment. This is certainly a new opportunity for Beezdigital to be

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able to develop its customer segment. The following is an evaluation of planning and improvement based on the analysis of Beezdigital customer segments.

No	Step Planning	Application Analysis and Evaluation	Strategy Update
1	Market Identification and Research	Based on its application, the existing market segments in Beezdigital are in accordance with the planning, namely MSMEs and Corporates with a small and medium scale. However, in the implementation there are also several customer segments that are included outside the planning, namely companies with a medium to upper scale. This is an opportunity also for Beezdigital to be able to expanding its customer segment.	The entry of a new customer segment, namely corporate with a medium to upper scale, makes Beezdigital have to think of new strategies so that it can adjust and not overshadow the opportunity. Therefore, Beezdigital can make plans by dividing the categories on each segment of its customers.
2	Identify the needs of potential customers	Based on its application, Beezdigital identifies the needs of potential customers by asking clients directly when communicating. In this way, Beezdigital can find out how the needs of potential customers in each segment its customers.	The plan is already well underway and does not require a strategy update. However, Beezdigital still has to pay attention to how the needs of potential customers in each customer segment in order to be able to easily do updates if needed.
3	Identify The Selling Price	Based on its application, the price on each service in Beezdigital is targeted at MSMEs with a medium scale, but with the update of the category in the customer segment, there is a new price used for the category customer segment medium to upper.	The pricing plan in determining customer segments has been running according to planning. It has also been considered in the determination of the selling price.

Value Proposition (Preposisi Nilai)

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The value proposition in planning the Beezdigital Business Model Canvas is free consultation, customization, support for MSMEs and also collaboration. This has been stated in the implementation of the Beezdigital Business Model Canvas during the implementation period from May to June. The results of its application and evaluation in accordance with planning in creating value in Beezdigital can be seen in the following table.

No	Step Planning	Application Analysis and Evaluation	Strategy Update
1	Newness (novelty)	Broadly speaking, there hasn't been any novelty actually offered by Beezdigital.	Beezdigital can create a novelty such as creating a website for all activities, information and services provided. This certainly makes it easier for prospective clients to get related information Beezdigital.
2	Performance (Perform)	In an effort to improve performance, Beezdigital implements a friendly service system where the guarantee of friendly service so that clients feel satisfied and trust Beezdigital. The plan has been implemented well, it is evident that during the implementation, Beezdigital does not meet clients who complain against Beezdigital instead clients often feel satisfied when after the service has been Given.	Beezdigital must maintain this system because friendly service can be a consideration for prospective clients to choose Beezdigital compared to other competitors.

NO	Step Planning	Application Analysis and Evaluation	Strategy Update
3	Customization (Customization)	In its application, Beezdigital has provided several service options so that prospective clients can also choose services according to their bugets and needs. However, in its implementation there are some clients who want to customize the services that have been provided. This is certainly a consideration for Beezdigital.	Beezdigital can provide service changes according to discussions conducted with clients with some considerations from Beezdigital. This flexibility is in accordance with the planning that has been carried out in determining customer segments. New opportunities that Beezdigital can foster on customization and Beezdigital can create an offer letter if the client needs another offer outside of Beezdigital services.
4	Design	Broadly speaking, Beezdigital has not made a special design to be a characteristic and uniqueness. However, Beezdigital still compiles the concept of design and uniqueness to be resolved quickly.	Beezdigital can create a special design that becomes a distinctive feature can be in the form of patterns, design concept, etc. in order to add special characteristics and Uniqueness.
5	Brand	Broadly speaking, Beezdigital has not made the brand something to sell but rather the services provided. Hope that in the future Beezdigital can become a sought-after brand when talking related to digital creative agencies.	Beezdigital must continue to do analysis to get the right strategy in building brand awareness of Beezdigital. therefore, the analysis and evaluation should be continue to be done.

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NO	Step Planning	Application Analysis and Evaluation	Strategy Update
6	Price	Based on its description, the price of Beezdigital services can be said to have a value that is no less competitive than similar competitors. This can be seen from several competitor analyses that have been carried out. Therefore, the price on Beezdigital can also be said to be a value proposition that Owned.	If Beezdigital wants to expand beyond its planning, of course, price analysis in order to become a value proposition must continue to be carried out in order to find the right price to use.
7	Risk Reduction	Broadly speaking, Beezdigital has not made a plan in risk reduction.	There are several things that can be used as opportunities in risk reduction such as providing consulation and advice on client needs in order to reduce risks miscommunication of the client.
8	Cost Reduction	Based on its application, Beezdigital has implemented the plan in the previous chapter as much as possible in the uoaya to reduce costs by providing some discounts.	For future plans, this can continue to be applied by providing discounts at certain moments with considerations that are certainly not can be detrimental to Beezdigital.
9	Accessibility	Based on its application, Beezdigital strives to provide convenience for clients. Beezdigial has implemented a plan that has been prepared for the conveniences felt by clients such as the use of google meet, zoom, as a communication medium for	Beezdigital will also continue to analyze the conveniences that can be provided to clients in order to be the value proposition offered. This will certainly be a consideration also for clients to choose a service

N o	Step Planning	Application Analysis and Evaluation	Strategy Update
		meetings and so on. Another convenience is that in ordering product photo services, customers only need to send the goods to be photographed to the Beezdigital address and Beezdigital will also take care of re-sending the goods.	like Beezdigital.

Customer Relationship (Hubungan Pelanggan)

In general, customer relationships are a way that companies can do in order to maintain good relations with their customers. In its planning, several things that Beezdigital does in an effort to maintain good relations with customers are to provide a discount, provide after-sales services in the form of free consultations and friendly service from Beezdigital personal assistance. The results of the application and evaluation of Customer Relationship planning on the Beezdigital Business Model Canvas are as follows.

Discounting

Beezdigital provides discounts to customers while still considering the price and the amount of profit that will be obtained. This is so as not to harm Beezdigital itself through the discount. During the implementation period, discounts or discounts are given to customers who first cooperate with Beezdigital in order to get a good first impression from clients so that they continue to use Beezdigital services.

Personal Assistance

Beezdigital provides a contact person not only as an admin but rather personal assistance that will help understand the client's needs and as a place where clients can consult regarding their needs. Personal assistence is made so that clients feel closer to the Beezdigital team and build the trust of potential clients with a good communication process. In its implementation, many of Beezdigital's clients are happy and satisfied with the personal assistance provided by Beezdigital.

Channel

Channel is one of the most important aspects in a business to achieve its goals. This is because the channel is the main way to be able to convey the value proposition of a business. Therefore, it is necessary to carry out proper planning through analysis in determining the channel. In the planning that was discussed in the previous chapter, Beezdigital uses social media as the right channel in conveying the value proposition or as the main medium for interacting with

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clients. Marketing through social media or what is often known as social media marketing has a variety of conveniences and benefits that will be felt by both clients and Beezdigital itself. The results of the social media marketing strategy plan used as a channel in the Beezdigital business model canvas are as follows. Instagram

Instagram can currently be said to be one of the most suitable social media when used to introduce Beezdigital to the target market, even though the results of the application and evaluation that have been carried out by Beezdigital in its marketinguse instagram social media, namely: 1) Creating Educational Content, 2) Using Hashtags / Hashtags, 3) Using Instagram Adsense.

As a result of implementing all strategies on channels using intramatic social media from June 12 to July 11, 2022, the strategy implemented managed to reach 3,145 accounts, 53 actively interacting accounts, and 108 new followers from the original only 80 followers. Based on these results, broadly speaking, the development of Beezdigital social media has been quite good.

Revenue Streams (Aliran Pendapatan)

Revenue Streams in the implementation of the Business Model Canvas that has been compiled previously is the sale of services and collaboration. The sale of services is obtained based on Beezdigital services used by consumers. However, it is possible that when business activities there are other sources of income that arise. During the implementation of the Business Model Canvas strategy that had been prepared in June and July, it turned out that there was an additional source of income, namely from Renting which came from Beezstudio equipment or properties. The tools rented such as cameras, lighting, and studio properties. This is certainly a new opportunity in adding to Beezdigital's revenue stream from unused equipment if there are no clients using Beezdigital services because if equipment such as lighting is not used often, it will also be very unfortunate.

Key Activities (Aktivtitas Utama)

Key Activities are designed to generate Value Propositions in business activities. In the Business Model Canvas planning in the previous chapter, the main activity of Beezdigital is problem solving consisting of research, design, content production, photo / video products, and meetings. The results of the application and evaluation of the Beezdigital Key Activities can be seen in the following table.

No	Planning Steps	Application Analysis and Evaluation	Strategy Update
1	Research	Research was conducted to find out the needs of potential clients to match the services provided by Beezdigital. In addition, research is also used to plan, analyze, and plan strategies in developing Beezdigital. Research is very important and is the first thing to do on every Beezdigital service such as product research for social media management services or social media design or photo reference research for product photos or videos. During the application, there are no significant obstacles or evaluations of the application of research that has been carried out based on the explanations in the previous chapter.	There are no strategy updates to be made to the old strategy
2	Design (Perform)	Based on its application, Beezdigital identifies the needs of potential customers by asking clients directly when communicating. In this way, Beezdigital can find out how the needs of potential customers in each segment of its customers are.	The plan is already well underway and does not require a strategy update. However, Beezdigital still has to pay attention to the needs of potential customers in each customer segment in order to easily make updates if needed.
3	Content Production (Content Production)	Based on its application, during the process to realize ideas and concepts that have been made before, there are several obstacles, namely freelancer photographers who are often unable to do product photos. This is a very serious obstacle, because if no solution to the problem is found soon Beezdigital can lose potential clients.	The solution to this problem is, Beezdigital must have several freelancers in order to be an option and not lack human resources.

Key Resources (Sumber Daya Utama)

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In the Business Model Canvas planning in the previous chapter, the key resources of Beezdigital are grouped into several categories. In the human or human resources category, beezdigital's main resource is someone with abilities and expertise such as a digital marketer, graphic designer, photographer/videographer, and content creator. In the asset category, Be ezdigital's main resource needsare laptops, cameras, lighting, software design, and photo properties. Meanwhile, in the category of intellectual or knowledge, the main resource needs of Beezdigital are provisions and important things such as systems or methods that can regulate all business activities.

In its application, of the several human resources that Beezdigital planned to date only has a graphic designer, as well as a photographer and videographer. The limited resources certainly make Beezdgital often have problems. The results of the application and evaluation of each main resource category in the Beezdigital business model canvas can be seen in the following table.

No	Step Planning	Deployment Analysis	Evaluation	Strategy Update
1	Human Resources	The human resources owned by Beezdigital are currently only a graphic designer and also a photo and videographer freelancer. There are no problems with a graphic designer, but there are some problems with photographers.	Beezdigital often experiences problems related to the production of product photos where photographers have to come across beezdigital stusdio. However, several times existing photographers on beezdigitals were unable to take photos due to other needs. these obstacles certainly make photo production activities delayed.	Beezdigital should have more than one freealancer so that there are other options if similar problems occur again.

No	Step Planning	Deployment Analysis	Evaluation	Strategy Update
2	Assets	Often Beezdigitals find obstacles due to lack of assets owned.	The obstacles experienced are reasonable because Beezdigital has just been established and is developing so that all assets are met.	Therefore, Beezdigital must focus on the development of its business by Carry out all the strategies that have been planned so that they can become bigger.
3	Intellectual	In its application, Beezdigital does not yet have intellectual rights like the brand and there are no problems with it.	Given that intellectual rights are the most important thing in business, Beezdigital must register its trademark rights so as not to become a serious legal problem in the next period of time.	

Key Partner

Key partners are one of the most important aspects that Beezdigital considers because of Beezdigital's limited resources. Therefore, various strategies have been prepared in the previous chapter on planning a business model canvas with various motivations in order to achieve predetermined results such as optimization and economy style consisting of freelancer photographers and graphic design, advertising, and studio agencies. The partnership was built with the aim that Beezdigital could reduce the costs that Beezdigital had to incur. In practice Beezdigital has not built any other partnerships other than in writing other than a freelancer. However, Beezdigital is currently working to build cooperation with a similar creative agency, Creativepedia, so that it can collaborate in working on its projects.

Cost Structure (Struktur Biaya)

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Cost structure or cost structure can be said to be a very important aspect in the sustainability of a business. The cost structure is also used to control all costs incurred by the company such as production costs in order to maximize profits and prevent losses. The cost structure in the Beezdigital business model canvas in its planning is salary costs, operational costs, marketing costs and investment development costs. In its application, these costs have been taken into account at the points of the financial plan and show excellent results.

CONCLUSION

Based on the application of the plan that has been prepared in the Beezdigital Creative Agenc y Business Development Strategy, the results can be concluded that the natural business model canvas each element of the implementation of the planning that has been adjustedn has gone well according to planning, it's just that there are obstacles in several segments including: 1) Realization of customer segments, where in its implementation it turns out that there are services with a scaleup that enter the list of clients outside of the specified customer segment. However, this is actually a new opportunity for Beezdigital to be able to develop its customer segment. 2) The realization of key activites, where in the research there is an update of the strategy by making a plan by dividing the categories in each customer segment. 3) The realization of key resources, where of the several human resources that Beezdigital has planned until now only has a graphic designer, as well as a photographer and videographer. The limited resources certainly make Beezdgital often experience problems so that it needs to work with many other freelancers. 4) Realization of key partners, where Beezdigital has not built any other partnerships other than in writing other than a freelancer. However, Beezdigital is currently working to build cooperation with a similar creative agency, Creativepedia, so that it can collaborate in working on its projects.

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