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BUSINESS DEVELOPMENT STRATEGY WITH A BUSINESS MODEL CANVAS APPROACH AT NH STUDIO IN SINJAI REGENCY

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Abstract NH Studio faces significant challenges in achieving stability of its premises due to the inability to purchase a permanent location and the necessity of relying on annual rental contracts. To address this issue, NH Studio utilizes the Business Model Canvas with several transformations to maintain the existing business model and introduce new strategies. For long-term business development and sustainability, it is recommended to diversify services by offering equipment rental and conducting photography workshops. Through this diversification strategy, NH Studio can expand its service offerings, increase revenue, strengthen customer relationships, and establish itself as a comprehensive and reliable photography service provider. An analysis of the internal and external environment and the application of the Business Model Canvas are strategic steps in expanding the network and reaching more customers to face the intense competition in the photography industry.

Keywords: Business Model Canvas, Service Diversification, Business Development, Photography Industry

A. Introduction

Creative economy is no longer just a term, but a concept that is transforming the paradigm of economic development in the modern era we live in. As a new form of economic value creation, the creative economy places cultural diversity, creativity, and innovation as its core foundations. In the context of rapid change and globalization, the creative economy has emerged as a force capable of creating positive

change, generating employment, and stimulating economic growth in unique and distinct ways. The creative economy is a concept aimed at achieving sustainable economic development based on creativity. It utilizes resources that are not only renewable but also limitless: ideas, concepts, talents, and creativity (Setyawan, 2021).

The Ministry of Trade, as cited in Onang (2023), asserts that the creative economy and creative industries are interdependent. The system of supply and demand transactions generated by commercial efforts supported by creative industries is known as the creative economy. The government recognizes that focusing on the creation of products and services that leverage knowledge, skills, and creativity as intellectual assets is the only way for Indonesia's economy to grow, compete, and prosper in the global economy.

According to Humaniora (2017), the creative economy has successfully strengthened national economic resilience by creating jobs and absorbing labor in the production of creative products. Kemenparekraf (2020), cited in Setyawan (2021), states that the creative economy in Indonesia provides opportunities and benefits to all stakeholders involved. In Indonesia itself, the creative economy sector contributed Rp. 1105 trillion to Indonesia's GDP in 2019, approximately 7.44% of the national economy, and is projected to continue growing. These data underscore the immense potential of the creative economy.

A breakdown of sub-sectors within the creative economy based on the results of the 2016 Economic Census shows dominance in only three sub-sectors: culinary arts at 67.66%, fashion at 15.00%, and crafts at 14.56%. Other sub-sectors of the creative economy collectively account for only 2.77% (Sanjaya et al., 2020). The sub-sectors of the creative economy in Indonesia are rapidly expanding, not only in culinary arts, fashion, and crafts, but also in sectors such as photography, which has gained attention due to contemporary needs. The Creative Economy Agency (2018), cited in Mariana et al. (2021), notes that the photography business experiences annual growth alongside increased use of visual media.

Photography has evolved into a dynamic industry that prioritizes creativity and innovation. Growing interest in photography has opened doors for many to explore opportunities in this field, leading to intensified competition. Their interest is reflected not only in the proliferation of businesses but also in the popularity of social media platforms that use photography as their main medium. This phenomenon has created a larger and more diversified market and posed new challenges for industry players in photography.

NH Studio is a photography business located in Sinjai Regency. NH Studio faces significant challenges that hinder its business growth. The studio struggles with achieving location stability, constrained by its inability to purchase permanent premises, thus relying on annual lease rentals. With yearly rent increases, NH Studio is forced to relocate to find more affordable leases. This issue not only affects internal business stability but also impacts customer relationships. The situation is further complicated by the influx of individuals and companies into the photography industry, intensifying competition. The presence of competitors provides customers with more options, potentially causing NH Studio's customers to switch to other service providers if they cannot follow the studio's relocations.

In developing its business, NH Studio has implemented several strategies to ensure the sustainability of its operations. One of these strategies involves building a brand, which is a process that encompasses the creation, management, and reinforcement of a business's identity in the minds of customers. Another strategy is joining communities, undertaken as a strategic step to expand networks and reach more customers. However, based on the data presented, it can be concluded that there are issues causing fluctuations in customer numbers. Therefore, a strategy is needed to address these challenges. The use of the

Business Model Canvas (BMC) is one approach for NH Studio to devise appropriate business strategies for its development efforts.

The Business Model Canvas (BMC) is a crucial tool in marketing. It provides a comprehensive framework for understanding and analyzing business operations, including identifying customers, what is offered to them, communication methods, and revenue generation. Small businesses can use the BMC to identify strengths and business development opportunities (Fitri et al., 2023).

Osterwalder & Pigneur, as cited in Mariana et al. (2021), highlight that the Business Model Canvas (BMC) is a tool that can be used to implement various forms of control and monitoring of business operations to ensure that entrepreneurs understand their business thoroughly. They explain that the BMC provides a foundational model for entrepreneurs or strategists to communicate the value ideas embedded within their company.

The Business Model Canvas can be systematically utilized to understand, design, and implement existing or new business models. It consists of nine interconnected elements identified as crucial keys to creating a successful business model. These elements include Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure.

The Business Model Canvas is an appropriate method for formulating business strategies for NH Studio because it allows the company to study how each aspect of its business interacts. Through analyzing these relationships, it is hoped that NH Studio can create better value through strategic decisions.

Based on the aforementioned background, the researcher is interested in conducting a study titled "Business Development Strategies at NH Studio Using the Business Model Canvas Approach."

Problem Formulation:

1. What are the business development strategies applied at NH Studio in Sinjai Regency?
2. How can the appropriate strategies be determined for the business development of NH Studio through the Business Model Canvas approach?

Research Objectives:

1. To identify the business development strategies applied at NH Studio in Sinjai Regency.
2. To recommend appropriate strategies for the business development of NH Studio using the Business Model Canvas approach.

B. Materials and Methods

Entrepreneurship is a phenomenon that not only characterizes the business world but also serves as a primary driving force in global economic development. The term "Entrepreneurship" originates from the French word "Entreprendre," meaning adventurer, creator, and business manager. It refers not only to the creation of new businesses but also encompasses attitudes, skills, and a spirit of risk-taking to create new value. Entrepreneurship drives innovation, economic growth, and job creation.

Entrepreneurship involves the application of creativity and innovation to solve problems and seize opportunities. It is a crucial aspect not only for business activities but also for addressing various daily life endeavors

(Rakib, 2019). There is a common misconception that entrepreneurship is directly related to practical activities and can only be undertaken by specific individuals. However, this view is considered inaccurate because the entrepreneurial spirit and mindset are also found in people who think creatively and innovatively. Entrepreneurship is not just about field activities; it's about how entrepreneurs can capitalize on existing opportunities and transform them into creative and innovative ideas as the foundation for success (Sanawiri & Iqbal, 2018).

Entrepreneurship means the independent effort of entrepreneurial movement undertaken by individuals or groups (as long as they have shared goals and perceptions). It involves finding ideas and creativity to create or acquire products or services that are then utilized to achieve objectives (profit) both commercially and socially (Muniarty et al., 2021).

According to Farida (2022), entrepreneurship is the ability of an individual to proactively face various risks by innovating and introducing new things through the combination of various resources to provide excellent service to all stakeholders and achieve profit.

In conclusion, entrepreneurship is a discipline that examines the formation and development of creative thinking and the courage to take risks to realize these creative efforts in order to achieve profit.

Strategi Pengembangan Bisnis

Strategi is often used in business, politics, and many other contexts. The goal of this strategy is to optimize the use of existing resources and overcome potential obstacles. According to Irfan Zevi (2018), strategy is

very important for companies as it is a way to achieve the goals of a company. In the Kamus Besar Bahasa Indonesia (KBBI), the term strategy is defined as "a science for utilizing resources to implement specific policies." In other words, strategy is a plan executed to achieve a company's mission.

Strategy is a tactic or an art of designing a plan or technique to achieve desired goals. Strategy is also crucial in planning something so that it is efficiently executed and runs smoothly. Strategies are used to achieve success or accomplishments (Hasriadi, 2022).

The process of making strategic decisions is very important because it will impact the decisions and policies to be implemented. Several types of decision-making are outlined as follows: a. Rational decision-making Decision-making analysis by considering all alternatives and all consequences of visible choices and arranging all the consequences by paying attention to the scale of choices and choosing alternatives that provide maximum results.

b. Emotional intuitive decision-making Emotional intuitive decision-making. Decision-making using feelings, experiences, thoughts, reflections, and instincts using subconscious processes.

c. Political behavior decision-making Decision-making using pressure from others and influenced by their decisions.

Development refers to a series of processes, actions, or steps aimed at improving, expanding, or enhancing an entity or system. Hasibuan (2009) in Cahya (2021) explains that development is an effort to improve the technical, theoretical, conceptual, and moral capabilities of employees according to job needs through education and training.

Suparyadi (2015) in Cahya (2021) also states that development is a planned, systematic, and continuous effort that is anticipatory in nature and aims for promotion, leadership cadres, and gaining competitive advantage in human resources.

Development strategy is a potential action that demands top management decisions in business development to realize it. In addition, development strategy also affects the organization's life in the long term, at least for five years. Therefore, the nature of development strategy is future-oriented (Afridhal, 2017).

According to Rayhan Firdaus (2023), business development strategy involves increasing production volume, maintaining quality, and service quality to consumers and distributors, striving for organic certification, maintaining and enhancing product quality control efforts, expanding distribution and marketing networks, increasing product promotion efforts, striving for product packaging and labeling to increase and maintain customer loyalty, as well as market penetration, maintaining product quality, improving service quality to customers, changing packaging, and completing product labeling, developing products, cost efficiency, nurturing and maintaining good relationships with suppliers, and improving the quality of human resources in management training capabilities.

According to Sukarno (2021), there are two factors in analyzing business development strategy:

1. Internal Environment Analysis Internal environment analysis is a method of identifying and analyzing various aspects within a company's environment such as resources, corporate management development, and team collaboration.

Internal environment analysis involves functional business approaches aimed at analyzing a company's internal factors consisting of its strengths and weaknesses. Internal environment analysis is typically conducted across functions such as management, marketing, finance, production, and operations.

2. External Environment Analysis External environment analysis is a strategy to analyze various opportunities and threats from external factors that a company will face in competing with business competitors and winning business competition. There are five categories of external factors consisting of economic, socio-cultural and environmental, governmental, technological, and competitive industry factors. These five factors must be continuously monitored by the company so that it can adapt to changes outside the company environment.

Business Model Canvas Business Model Canvas (BMC) is a method of thinking that illustrates how an organization captures, designs, and delivers value. BMC is a concept that serves as a common language enabling the depiction and manipulation of business models to create new strategic policy alternatives (Hasanah, 2020).

According to Osterwalder and Pigneur (2010) in Ilham (2013), Business Model Canvas is a business model that describes the fundamental rationale of how an organization or company creates, delivers, and captures value. Today, there is no certainty about the concept of a business model. Therefore, the Business Model Canvas concept serves as a common language enabling the depiction and manipulation of business models to create new strategic policy alternatives.

The canvas divides the business model into nine components split into two parts: the right-hand components (creative side) and

the left-hand components (logical side). These two parts play different roles. The right-hand canvas includes Value Propositions, Customer Segments, Channels, Customer Relationships, and Revenue Streams related to value. Meanwhile, the left-hand canvas includes Cost Structures, Key Partnerships, Key Resources, and Key Activities related to efficiency. These nine components can be seen in the following diagram.

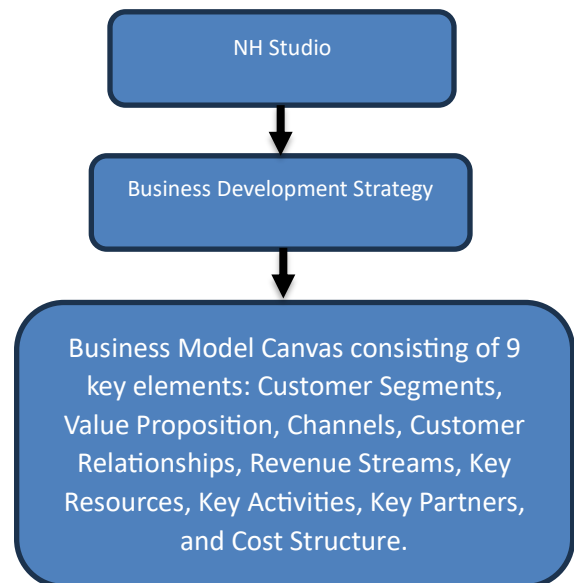
According to Yudha (2023), the nine elements in the Business Model Canvas cover four main aspects of business, which are finance, infrastructure, marketing, and customers, described as follows: a). Customer Segments: the groups of customers that the company plans to sell its products or services to. b). Value Propositions: the added value that the company offers to customers, distinguishing its business from others. c). Channels: how the company communicates its offerings to individual customer segments. d). Customer Relationships: describes the type of relationship built between the company and its specific customer segments. e). Revenue Streams: describes how the business as a whole will generate sales. f). Key Resources: all the core assets needed for the company to create the end product. g). Key Activities: the processes, tasks, and key activities performed by the company to achieve its business objectives. h). Key Partnerships: partners who collaborate with the company to operate the business. i). Cost Structure: describes the costs incurred from business activities.

Business development strategy is not merely a response to changes in the market or external environment, but also a proactive effort to create new opportunities, improve efficiency, and achieve long-term goals. In other words, business development strategy

involves planning to guide the company towards long-term success.

Choosing the right business development strategy is key to a company's success in facing the ever-changing market dynamics. A well-crafted strategy can bring several benefits, including increased revenue, strengthened brand, and business sustainability. The importance of business development strategy lies in its ability not only to respond to changes but also to lead and shape changes in the business environment.

To precisely position NH Studio's business in Kabupaten Sinjai, it is essential to present an analysis of business development strategy using the Business Model Canvas approach, which is based on its nine essential elements as a tool for future business development strategy.



Gambar 2. 1 Kerangka Pikir

The type of research used in this study is qualitative descriptive research. Qualitative descriptive research consists of verbal or oral data from individuals or actors being studied,

aiming to describe ongoing phenomena during the study (Sanjaya et al., 2020).

Qualitative research methods aim to understand phenomena such as behaviors, perspectives, motivational actions, and others holistically by describing them in words, writing, language in a specific natural context, utilizing various natural methods (Eko Haryono,

This research is conducted at NH Studio located on Jln. Sungai Tangka, North Sinjai District, Sinjai Regency, South Sulawesi. The research will take place in March 2024. The researcher's considerations for choosing this location as the research object are:

1. Availability of necessary data related to the topic.
2. Willingness of the management to grant permission and cooperate in providing the required information to the researcher.

focus description serves as a guideline for the direction of the study in gathering and seeking information, as well as guiding discussions or analyses to achieve the desired results. Thus, the focus of this research is to discuss business development strategies using the Business Model Canvas (9 blocks) approach at NH Studio in Sinjai Regency.

1. Business Model Canvas There are nine elements that must be included in the Business Model Canvas. Osterwalder in his book titled "Business Model Generation" discusses a simple framework to present the essential elements of a business model. a. Customer Segments The first component is customer segments, also known as customer segmentation. In this regard, businesses must identify which consumer segments will be their target market. Segmentation used varies, ranging from age, gender,

occupation, economic status to social status. b. Value Proposition Value proposition is a promise of value to be delivered and acknowledged by customers. It must demonstrate that the offered product provides new benefits, meeting needs that consumers have not previously received. c. Channels The third element in BMC is channels, which refer to the means or media used to deliver products and services to customers. d. Revenue Streams Revenue streams are sources contributing to a company's cash flow, directly through the exchange of products/services or indirectly. This includes all forms of revenue derived from products or services offered to customers or the market. e. Key Resources Key resources are the assets required for a business to operate effectively. These resources include physical assets such as buildings, machinery, vehicles, factories, and others. f. Customer Relationships Customer relationship describes the type of relationships built and maintained with each customer segment. This element can be driven by motivations such as customer acquisition, retention, and upselling. g. Key Activities Key activities describe all activities related to the business model canvas that are necessary to deliver the value proposition. h. Key Partnerships Key Partners are external companies/suppliers/other parties that may be required to perform key business activities and provide value to customers. i. Cost Structure Cost Structure is one of the elements in the Business Model Canvas (BMC). It involves cost allocation for each division to run its activities, aligned with the value proposition.

D. Research Subjects The research subjects are informants or individuals utilized to provide information about the situation and conditions of the research background. The

subjects of this study are the owner, leader, or employees of NH Studio in Sinjai Regency.

E. Data Collection Techniques To obtain further data or information during the preparation of this research, the author specifically employs three research methods:

1. **Observation** Observation is the process of collecting data by observing and recording events, behaviors, or phenomena directly. In the research context, observation is a commonly used data collection method. It also means that the researcher is present with the participants. The aim of observation is to gain a better understanding of a phenomenon without influencing or altering the observed conditions. Observation can be conducted in various contexts, including scientific research, human behavior observation, or monitoring specific situations. The researcher conducts direct observations at NH Studio in Sinjai Regency as the target object of this study.

2. **Interviews** Interviews are conducted to gather information that cannot be obtained through observation or questionnaires because the researcher cannot observe everything. Not all data can be obtained through observation. Therefore, the researcher needs to ask questions to the participants. Important questions are posed to capture perceptions, thoughts, opinions, and feelings about an event, fact, or reality. By asking questions, the researcher enters into the thoughts of others and understands what they think. Because people's perceptions, feelings, and thoughts are significant, they can be understood, explained, and analyzed scientifically. In this interview technique, the author collects data through question-and-answer sessions and face-to-face interactions between the researcher and relevant parties who are sources of information in this study.

3. **Documentation** Documentation refers to the process of creating, storing, and

managing documents or written records as a form of specific traces or evidence. Documents can include various types of written materials, such as writings, notes, reports, images, graphics, or sound recordings. The purpose of documentation may vary depending on its use context, but generally includes providing clear, accurate, and reliable information. Documentation methods can be used as the sole data collection method or as an additional approach to support or complement data obtained from other methods, such as interviews or observations. The researcher documents information from leaders, owners, employees, and customers of NH Studio in Sinjai Regency.

Data Analysis Design The data processing technique in this study uses qualitative descriptive methods. This involves data collected in the form of words rather than numbers. It is done by analyzing the nine components in the Business Model Canvas: customer segments, value proposition, channels, customer relationships, key activities, key resources, key partnerships, revenue streams, and cost structure at NH Studio.

C. Result and Discussion

NH Studio was founded on March 3, 2017, stemming from the owner's passion for the world of photography. Recognizing the importance of documentation in today's interconnected and visually oriented modern era, the owner decided to transform this passion into a sustainable and highly profitable business. In a world increasingly reliant on visual content, the significance of documentation cannot be overlooked. The owner understood this importance and enthusiastically felt the need to establish a photography studio focused on capturing important moments.

Photography has become an essential frontline service demanded by society, integrating into daily life. The proliferation of social media, blogs, and other online platforms has heightened the demand for high-quality visual content. Thus, NH Studio was founded on the principles of creativity, innovation, and customer service. NH Studio acknowledges that high-quality images and videos are not just trends but powerful tools for communicating stories and preserving cherished memories.

The studio's name, NH Studio, derives from the owner's name (Najmy Husain), reflecting a commitment to staying updated with technological advancements in the field of photography. The owner not only possesses professional skills but also invests in the latest photography equipment, editing software, and other advanced technologies to deliver excellent results for clients.

NH Studio adheres to the vision and mission established in conducting its business. Here is the vision and mission of NH Studio:

Vision "To become the preferred provider of photography services by delivering creativity and excellence in every work we do, and to be the ultimate destination for all segments seeking professional photography solutions."

Mission a. To establish NH Studio as a strong and enduring photography studio among the community. b. To ensure customer satisfaction, ensuring that customers remember the service provided.

Research Findings

1. Development of NH Studio before implementing the Business Model Canvas. NH Studio began with a foundation built on meticulous business planning. During this stage, the development of creativity and

technical expertise in multimedia content production was NH Studio's primary focus. They established a strong reputation and expertise, laying a crucial foundation for future steps. In their initial efforts to expand their reach, NH Studio not only focused on building their business reputation but also actively engaged with the community. They forged networks and relationships with industry stakeholders such as marketing agencies and other production companies. This enabled them to gain valuable insights into market trends and potential client needs, which they utilized to refine their production processes and enhance service quality. Despite achieving some successes, NH Studio faced significant challenges in adapting to a new business environment. It was in response to these challenges that adopting the Business Model Canvas emerged as a solution to map and clarify NH Studio's business strategies. As the researcher, I recognized the challenges faced by the owner, thus proposing the implementation of the Business Model Canvas as a business development strategy to ensure sustainability.

2. Development of NH Studio after implementing the Business Model Canvas in business development efforts. In the era of digitalization and globalization, the need to understand and design a robust and flexible business model has become increasingly critical. Therefore, the Business Model Canvas has proven to be a highly valuable and relevant tool. It is considered one of the best tools to help companies navigate rapid changes in the business environment. The aim of this research was to examine how NH Studio's development was influenced by implementing the Business Model Canvas as a strategic business formulation tool. Data collection was conducted through direct observation and interviews. The research findings indicate that the implementation of the Business Model Canvas had a positive

impact on NH Studio. They were able to clearly identify the most promising market segments and define more specific and attractive value propositions for their clients. The research also showed a significant growth surge; the Business Model Canvas helped NH Studio expand their reach into previously untapped markets and facilitated a more systematic and structured approach to measuring their business performance. By monitoring key elements established, NH Studio could periodically evaluate the success of their business strategies and make necessary adjustments to continue growing and competing in an increasingly competitive market. Thus, these findings contribute to understanding how business development can be achieved through the implementation of the Business Model Canvas. The practical implications of this research include recommendations for other companies planning to adopt similar strategies, as well as suggestions for enhancing the effectiveness of implementing the Business Model Canvas at NH Studio.

The application of the Business Model Canvas as a business model at NH Studio was suggested by the owner's cousin, considering the circumstances at that time when NH Studio needed to adapt to a new business environment. This became a strong impetus for NH Studio to pursue business development through the implementation of the Business Model Canvas as its business model. The goal was to assist in designing, managing, and developing a strong, innovative business model adaptable to rapid changes in the business environment.

Based on my interview with Ms. Najmy Husain, who was the respondent in my research on NH Studio, she explained the developments at NH Studio after implementing the Business Model Canvas in business development efforts. NH Studio

experienced positive impacts and directly and indirectly interacted with customers.

This research will also describe the findings at NH Studio in Sinjai Regency. These findings are categorized into the 9 blocks of the Business Model Canvas (customer segments, value proposition, channels, customer relationships, key activities, key resources, key partners, revenue streams, and cost structure).

3. Implementation of the Business Model Canvas at NH Studio. a). Customer Segments Customer segments are groups of individuals or organizations with characteristics, needs, or behaviors that make them potential targets for a company's products or services. NH Studio's customer segmentation includes people seeking affordable yet high-quality photography services. They target customers of all ages and genders from various locations such as urban and rural areas. The studio caters to photography needs for families, weddings, birthdays, and professional purposes by offering services and packages accessible to all segments of society. This inclusivity creates a diverse environment where everyone feels accepted and valued. NH Studio ensures that everyone has the opportunity to capture beautiful memories in professional photographs. b). Value Proposition The value proposition refers to the unique value offered by a company to customers that sets them apart from competitors. NH Studio's value proposition stands out in excellent service that prioritizes customer satisfaction. With a focus on high-quality service, NH Studio continuously introduces the latest photo settings, providing customers with fresh and innovative experiences each visit. Additionally, NH Studio offers fast production results, meeting tight deadlines with precision and maintained quality. This speed in production reflects NH Studio's commitment to responsive and

quality service. By delivering results promptly, NH Studio demonstrates their respect for customers' time and needs, establishing themselves as reliable and professional partners in customers' eyes. NH Studio also offers quick solutions to address customer complaints and concerns, emphasizing their commitment to providing the best service and staying updated with trends.

c). Channels Channels refer to the avenues used by a company to deliver its products or services to customers. Currently, NH Studio relies on two channels: word of mouth and social media, particularly Instagram and Facebook. By leveraging word of mouth, NH Studio receives recommendations from satisfied customers, which is an effective way to build reputation and attract new clients. In addition to word of mouth, using Instagram and Facebook as platforms helps NH Studio reach out to customers, and they plan to expand to other social media platforms as well.

d). Customer Relationship Customer Relationship refers to the interaction between a company and customers throughout the customer lifecycle, including before, during, and after the purchase of products or services. In building relationships with customers, NH Studio provides attractive promotions every month and promptly resolves customer issues. NH Studio not only demonstrates their commitment to customer satisfaction but also fosters closer relationships with their customers. They understand that responsiveness to customer complaints, even outside of working hours, is key to building trust and loyalty. By carefully listening and responding quickly to every complaint or concern, NH Studio ensures that every customer feels valued and heard. By providing effective solutions and addressing issues promptly, NH Studio maintains a good reputation and builds strong relationships with their customers. This not only creates high customer satisfaction but also helps the studio retain a stable client base and receive positive referrals in the market.

e). Revenue Streams Revenue Streams are a key component of a company's business model as they are the primary sources of income that enable the company to sustain and grow. A clear understanding of Revenue Streams helps companies identify and optimize various potential income sources, as well as design strategies to increase revenue and profitability. NH Studio's revenue mainly comes from income generated from photography activities. Revenue from photography sessions is the main source of income for the studio. Photography sessions are at the core of their photography business, where clients pay for the use of studio space, equipment, and photography services provided. Income from photography sessions can come from various types of sessions, including individual, family, couple, or other commercial photography sessions. Additionally, income often comes from clients who require editing and retouching services only. Many people require editing and retouching services to enhance the quality of their images. This includes color correction, removal of minor defects, and other adjustments to make the images more attractive and professional.

f). Key Resources Key Resources are the primary assets or resources owned and utilized by a company to operate and achieve its business objectives. NH Studio's main Key Resources include skilled and experienced employees, including photographers, photo editors, and other creative team members who bring valuable expertise, creativity, and experience necessary to produce stunning photography content. In addition to employees, NH Studio utilizes critical physical assets in its operations. This includes photography and videography equipment, editing software needed to process and produce high-quality content. The combination of photography equipment and editing software is a key asset that enables NH Studio to create compelling visual content. By having the right equipment

and software, the studio can meet various customer needs and deliver satisfying results. Investment in cutting-edge technology and equipment also helps the studio remain competitive in a rapidly changing and evolving industry. g). Key Activities Key Activities are a series of actions or tasks that a company must undertake to operate its business, generate value, and achieve its established goals. NH Studio's key activities include: (1). Photography: Photography is at the core of NH Studio's business, where they capture images for various purposes, ranging from individual portraits to commercial shoots. This activity involves planning, setting up lighting, positioning subjects, and giving direction to models. (3). Project Consultation: This involves gaining a deep understanding of client objectives and determining suitable creative concepts. NH Studio assists in planning, such as scheduling photo sessions and selecting appropriate locations, while providing transparent cost estimates. Throughout the project, NH Studio maintains communication with clients to ensure the final results meet their expectations and satisfaction. (4). Marketing: In marketing, NH Studio takes steps to promote their services, reach potential target markets, and expand their customer base. (5). Administrative Management: This includes financial management, handling customer requests such as responding to emails, calls, or other messages, as well as equipment maintenance and property management to ensure everything is in good condition. h). Key Partnerships Key Partnerships are strategic collaborations between a company and other entities that significantly contribute to the success and operations of the company. NH Studio engages in strategic partnerships to support its business operations. These partnerships include several Wedding Organizers. Collaborating with wedding organizers or wedding planners is crucial for NH Studio, as they also offer wedding

photography services. NH Studio can offer comprehensive packages to clients, including photography and videography services for their events. This simplifies the planning process for clients and assures them that every aspect of wedding documentation will be handled professionally. Another collaboration is with printing businesses; by partnering with local or online printers, NH Studio can offer printing services for the images they produce to their clients. Other partnerships may also include collaborations with influencers. NH Studio forms these partner relationships to enhance its business operations, and these relationships can be long-lasting if pricing can be adjusted and the results delivered are optimal. i). Cost Structure Cost Structure encompasses all expenses related to running business operations and producing products or services. It includes all expenditures necessary to produce, distribute, and market products or services, as well as other costs associated with running the business as a whole. NH Studio's cost structure consists of several key components essential to its operations. The largest expenses for NH Studio are related to equipment and software. Other costs include operational expenses such as rent, employee salaries, equipment and software acquisition costs, as well as equipment maintenance and the upkeep of backgrounds and properties. With significant expenses like these, NH Studio is driven to manage costs carefully and diligently.

Discussion

In developing business development strategies, there are several ways to approach it, one of which is commonly used by business practitioners to formulate their business strategies is by using the Business Model Canvas. Therefore, the Business Model Canvas provides a common language

to describe, visualize, assess, and change business models.

The Business Model Canvas is widely used in various business mapping activities as a framework for businesses to create optimal performance. It can be an approach easily adopted by organizations or businesses to evaluate and modify their business models or create new ones suitable for enhancing and expanding the company. This means that the Business Model Canvas is a method that is very easy and quick to use with its structured elements that facilitate the development and modification of existing business ideas (Kusumawati, 2023).

1. Designing the Transformation of Business Model Canvas at NH Studio. From the Business Model Canvas obtained through interviews with NH Studio's owner, a business development strategy will be designed with a transformational design of NH Studio's business model. In this development, several points will be added that can develop NH Studio into a competitive business and also address existing challenges. These points include customer segment, value proposition, customer relationship, channels, key partnerships, and revenue streams.

The business development that can be undertaken involves adding to the customer segment element by targeting companies or industries needing photography services to introduce their products or services through product photography or marketing content creation. By targeting this segment, NH Studio can offer specialized services that accommodate their unique needs in producing compelling and effective visual content. In this regard, NH Studio can play a crucial role in helping companies convey their messages in an inspiring, informative, and engaging manner. Additionally, NH

Studio's customer segmentation includes individuals or groups needing photography services, followed by people who do not need photography services but require photography equipment for rent. Rental services can also become a stable additional income source for the photo studio, especially during periods when demand for photo sessions may be low.

In the customer relationship element, business development can include various initiatives aimed at strengthening relationships with customers. One example is organizing gatherings or outings, providing NH Studio and its clients opportunities to interact informally outside of the work environment. Through such events, NH Studio can enhance personal connections with clients, build trust, and increase their loyalty. Additionally, NH Studio can implement a loyalty program offering incentives or special benefits to loyal customers. This program might include exclusive discounts, gifts or points redeemable for free products or services, or access to special offers. By rewarding loyal customers, NH Studio can strengthen bonds and encourage long-term customer retention.

In the Value Proposition element, development can involve providing diverse and appealing themes to facilitate clients in expressing their concepts and visions during photo sessions. By offering themes ranging from classic elegance to modern and experimental concepts, NH Studio expands creative opportunities for their clients. Thus, clients not only receive standard photography services but also a more complete and personalized experience. With a variety of themes, NH Studio offers flexibility for clients to tailor their photo sessions to their desires and preferences, ensuring the final results meet expectations and convey the intended story or message. By providing this

convenience, NH Studio strengthens their relationship with clients and creates significant added value in the photography experience they offer.

In the Channels element, development can be achieved through collaboration with influencers. Partnering with influencers who have large and engaged followings can expand marketing reach and reach a broader audience. Influencers can authentically introduce NH Studio's work and services to their audience in compelling ways. Collaboration with influencers also provides opportunities for additional exposure and enhances reputation within the industry. Moreover, influencers can boost brand awareness through creative content and sharing positive experiences with the photo studio's services.

For the Key Partnership element, business development can involve collaborating with reputable and skilled makeup artists. Partnering with makeup artists opens opportunities for NH Studio to offer comprehensive packages to clients, including not only professional photo sessions but also quality makeup and styling services. Satisfied makeup artists may recommend NH Studio to their clients or showcase their work on social media, thereby increasing visibility and reputation among potential clients. Beyond mere business collaboration, partnering with makeup artists creates synergy between two complementary fields.

In the following image is the result of the Business Model Canvas Transformation Design at NH Studio, where business strategy development was implemented across the 9 elements explained from Customer Segments to Revenue Streams. The text in blue represents the expansion of the Business Model Canvas elements added after previous analysis.

NH Studio operates in the dynamic and competitive photography industry. Facing increasingly tight competition and market trend changes, there is a need for new strategies to expand service offerings and enhance competitiveness. After designing the Business Model Canvas transformation, researchers recommend a promising new strategy to expand and increase NH Studio's revenue through service diversification, specifically by offering photography equipment rental services. This strategy is based on understanding the diverse needs of customers, including both professional and amateur photographers who require access to high-quality photography equipment without purchasing it outright. By providing photography equipment rental services, NH Studio can meet these needs while generating additional revenue streams.

In addition to equipment rental, researchers recommend providing related services such as technical consultations and photography workshops. This is crucial to add value for customers, helping them make the most of the rented equipment and improve their photography skills.

D. Conclusion

NH Studio has adopted an innovative strategy in their business development by joining communities and building their brand as their primary focus. In addressing existing challenges, NH Studio utilizes the Business Model Canvas with several transformations. The transformational design of NH Studio's business model as a business development strategy involves maintaining the existing 9 elements of the business model while adding new strategies to these 9 elements. This enables NH Studio to compete with similar businesses and address the challenges they face.

In efforts toward business development and long-term sustainability, researchers recommend a strategy of service diversification through photography equipment rental and organizing photography workshops. With this diversification strategy, NH Studio can expand their service offerings, increase revenue, strengthen customer relationships, and solidify their position as a comprehensive and trusted photography service provider.

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