

An Analysis of the 'Bringout' Fashion Business Plan Through the Business Model Canvas Approach

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Bringout is a business entity operating in the fashion industry, established in 2020. In its initial phase, the company did not utilize the Business Model Canvas (BMC), which subsequently led to challenges in both sales and marketing. This study aims to analyze the planning and structuring of the Business Model Canvas, encompassing nine core components: customer relationships, key partners, value proposition, customer segments, channels, revenue streams, key resources, key activities, and cost structure, with the objective of formulating a more effective and sustainable business model. A qualitative case study approach was employed, utilizing data collected through direct observation of the existing business operations and the distribution of questionnaires to consumers and individuals familiar with the Bringout brand. The analysis identified a critical refinement in the customer segment component, with a focused targeting of university students and employees aged 18 and above. This finding underscores the necessity of aligning product development with the specific needs and preferences of the defined demographic group. As a result, several aspects of the business model were revised to stimulate innovation and enhance overall sales performance. In conclusion, the implementation of a comprehensive Business Model Canvas has proven instrumental in identifying existing business gaps and providing a strategic framework to guide Bringout toward continuous growth and increased competitiveness in the fashion industry.

Keywords : business planning analysis, business model canvas

I. INTRODUCTION

The COVID-19 pandemic has caused a major shock to the global economy, including Indonesia, which has had a significant impact on all sectors, especially the economic and MSME sectors. MSMEs contribute 99.99% of the total companies in Indonesia with 62.9 million business units and absorbing 116.63 million workers (Bank Indonesia, 2021). Given the important role of MSMEs, especially in the fashion sector, a business development strategy is needed to deal with the impact of the pandemic which is still high until mid-2021 [1]. Here is the value or GDP growth in the apparel/textile industry in 2021.

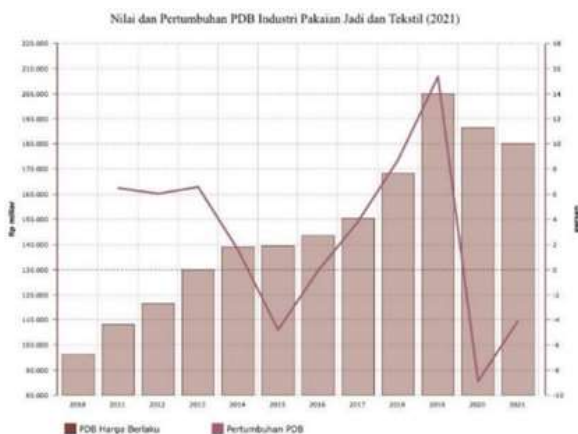


Figure 1.1 GDP Growth Graph
Source: [2]

In 2021, the Gross Regional Domestic Product (GDP) of Indonesia's apparel and textile industry based on current prices reached IDR180.22 trillion. However, when viewed based on constant prices (2010), this sector experienced a contraction of 4.08%, the second contraction in two consecutive years due to changes in people's consumption patterns during the COVID-19 pandemic. However, textile and apparel exports actually increased by 17.74% to US\$6.9 billion, with the United States as the main market contributing around 56.13% of total exports. This increase in exports helped reduce the impact of the contraction compared to the previous year

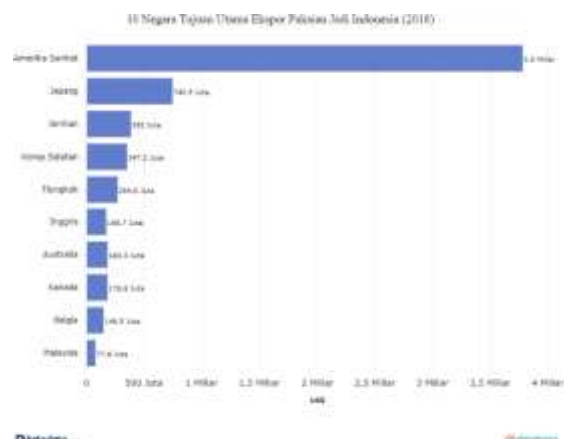


Figure 1.2 Graph of ready made
Source: [3]



Every human being has diverse and unlimited life needs, which can be categorized into primary, secondary, and tertiary needs. Primary needs include clothing, food, and shelter, where clothing not only serves to protect the body, but also reflects the lifestyle and comfort of each individual. [4] . Over time, business competition is getting tighter, so competitive advantage is needed through innovation and understanding consumer needs to create value in products [5] .

The fashion industry is growing rapidly due to the high interest from various groups, from children to adults, both men and women. Fashion not only protects the body, but also becomes a unique personal expression for each individual. This industry is also able to absorb labor and become a place for developing creativity. In the era of globalization, social trends continue to change, encouraging many stores to compete in terms of price, model, and comfort [5] . In Indonesia, fashion trends are very popular with women, including the hijab trend which is now considered fashionable and stylish.

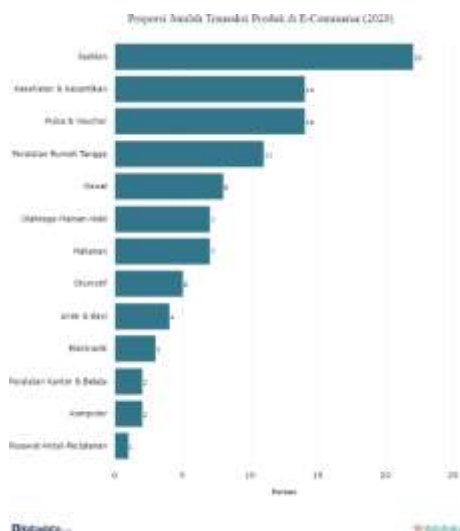


Figure 1.3 Proposition graph of the number of fashion transactions in e-commerce

Source : [6]

Fashion and accessories products remain the favorites in e-commerce with a transaction proportion of 22% in 2020, although it has decreased compared to 2019 [7] . The Covid-19 pandemic has had a significant impact on the business sector, including fashion, so an adaptive business strategy is needed both offline and online [1] . Business innovation is the main key in facing business challenges, especially to maintain and develop business amidst tight

competition and changing times [8] . Lack of innovation is often the main obstacle to business development. Successful innovation involves individual creativity, processes, and ideas [9] .

Bringout, a fashion business founded in 2020 in Garut, faces challenges in competing due to lack of innovation and development strategies. To overcome this, the Business Model Canvas (BMC) approach is used as a tool in designing business development strategies. BMC describes nine important elements in a business: customer segment, value proposition, channel, customer relationship, revenue stream, key resources, key activities, key partnerships, and cost structure [10] . Through the integration of BMC with SWOT analysis, Bringout is expected to be able to formulate the right innovation strategy to maintain its existence and continue to grow.

One notable research gap is the under-exploration of how the integration of technological advancements affects the operational facets of sustainable fashion business models. Camargo et al. discuss the potential for technological capabilities to enhance the adaptability of fast fashion retailers towards an ultra-fast fashion framework, emphasizing the significance of personalization and improved logistical processes in competitive positioning [11]. However, there remains a lack of empirical studies that delve into specific examples of how these technological integrations manifest in practice and their direct impact on sustainability outcomes.

Furthermore, the literature indicates an emergent demand for sustainable business models that effectively address environmental and social challenges prevalent in the fashion industry. Nosratabadi et al. provide an overview of tools and approaches for designing sustainable business models to address social and environmental issues in the fashion field, noting that the application of such frameworks in real-world scenarios is still limited. This suggests a gap in practical implementations and case studies that demonstrate their effectiveness [12]. This reflects a broader need for research focusing on how new business models can be operationalized within existing industry frameworks to generate tangible sustainability benefits.



II. LITERATURE REVIEW

2.1 Business Model Concept

According to Osterwalder & Pigneur, 2012 A business model is a basic description of how a company creates, delivers, and captures existing value. A business model is like a blueprint for strategies that will be implemented in organizations, processes, and systems. All business actors must have the same understanding of the business model so that a concept is needed that can provide a standard description. The concept must be simple, relevant, and intuitive to understand. The process of developing a business model is an important part of business strategy because it forms the core of a company's operations, objectives, offerings, and infrastructure. To describe a business model in detail and systematically, companies can use the Business Model Canvas (BMC) framework developed by Alexander Osterwalder and Yves Pigneur. BMC is presented in a visual form resembling a canvas, making it easy to understand and has been widely applied by various organizational actors [11]. According to Osterwalder and Pigneur, innovation ideas in business models can come from five main sources, namely: resource-driven which is based on existing infrastructure or partnerships, offer-driven which focuses on creating new value, customer-driven which is based on customer needs and convenience, finance-driven which includes innovation in revenue streams, pricing mechanisms, or cost structures, and multiple-epicenter which is an innovation resulting from a combination of factors that have a broad impact on all elements of the business model.

Business Model Canvas logically describes how an organization creates, delivers, and captures value. The advantage of BMC lies in its ability to present a comprehensive picture of the company's condition through nine main elements, namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. [12]. The concept of the business model itself began to become popular in the 1990s, along with the development of the internet and changes in the business environment. This model has become a common way used to explain a company's interactions with suppliers, partners, and customers, and to describe the rationale for how organizations create, deliver, and capture value [13].

2.2 Business Model Elements

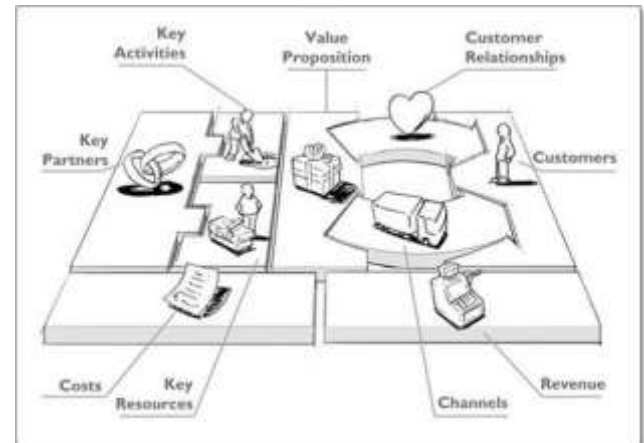


Figure 2.1 Nine blocks in the business model
Source: [16]

Customer segments are consumer groupings based on characteristics, habits, and needs to make it easier for companies to design targeted marketing strategies. Segmentation helps companies to focus more on serving profitable customers. According to Hasan (2013), segmentation is done through market, industry, competitor, and consumer profile analysis to determine potential segments. Osterwalder and Pigneur (2010) group customer segments into five types: mass market (general market without special segments), niche market (specific and small market), segmented (segments that have different needs although similar), diversified (several segments with different needs), and multi-sided platforms (interconnected segments).

Value proposition is the value offered by a company through products or services to meet customer needs. This value can be in the form of innovation, improved performance, customization, solutions to customer problems, attractive design, brand status, affordable prices, reduced costs and risks, ease of access, and convenience in use. According to Osterwalder and Pigneur (2010), there are eleven elements in creating customer value, such as newness, performance, customization, getting the job done, design, brand/status, price, cost reduction, risk reduction, accessibility, and convenience/usability.

Channels are the media used by companies to deliver value propositions to customers. Channels help in creating awareness, product evaluation, purchasing process, value delivery, and after-sales service. Osterwalder & Pigneur (2010) compiled five stages in



the channel, namely awareness (building awareness), evaluation (helping customers assess the offering), purchase (facilitating the purchasing process), delivery (delivering value), and after sales (after-sales service).

Customer relationships describe the types of interactions a company builds with customers to attract, retain, and enhance relationships with them. These relationships are tailored to each customer segment and include personal approaches, automation, self-service, and communities. According to Kurniawan (2016), choosing the right form of relationship can have a major impact on customer loyalty and business continuity.

Revenue streams explain how a company earns revenue from each customer segment. Osterwalder & Pigneur (2010) distinguish two types of revenue, namely transaction revenues (from one-time transactions) and recurring revenues (recurring revenues). This revenue can be obtained in various ways, such as asset sales, usage fees, subscription fees, leasing, licensing, brokerage fees, and advertising. By identifying sources of revenue, companies can design more effective sales strategies.

Key resources are the main assets needed to run a business and deliver a value proposition. These resources can be physical, intellectual, human, and financial. According to King (2015), key resources include employees/IP (labor and intellectual property), machinery (production machinery), and product/service (products or services as the core of offering value to customers).

Key activities are the main activities carried out by a company to create and deliver value to customers. According to Osterwalder and Pigneur (2010), key activities consist of production (production and distribution of products), problem solving (solving customer problems such as in service businesses), and platform/network (activities related to managing digital platforms or networks). King (2010) also added processes as core activities that support operational value creation.

Key partnerships are strategic alliances formed to optimize business operations and reduce risk. According to Osterwalder & Pigneur (2015), forms of partnerships include strategic alliances between non-competitors, partnerships between competitors (coopetition), joint ventures, and buyer-supplier relationships. These partnerships allow companies to gain efficiencies and resources that they do not have internally.

Cost structure is a breakdown of all costs incurred in running a business model. These costs

include expenditures for key resources, key activities, and key partnerships. Osterwalder & Pigneur (2010) distinguish cost structures into two types: cost-driven (focusing on cost efficiency) and value-driven (focusing on value creation despite high costs). Understanding cost structures helps companies manage finances efficiently and determine pricing strategies.

III. RESEARCH METHODS

This study uses a qualitative method with a case study approach. The qualitative method was chosen because it is able to answer questions such as "what", "how", and "why" related to a phenomenon. According to Herdiyansyah (2019), Creswell stated that qualitative research is a scientific process that aims to understand human problems in a social context, by creating a comprehensive and complex picture. This research is presented through detailed views of informants and is carried out in a natural setting without intervention from the researcher. Furthermore, Creswell in Herdiansyah (2011) stated that the case study approach in qualitative descriptive research is a research model that explores a bounded system in depth, both in one case and several cases, involving various sources of information to obtain a comprehensive understanding. Based on this, the researcher conducted an in-depth descriptive analysis of the "Bringout" fashion product in order to obtain accurate data. This research is also included in the type of descriptive research, which aims to collect data to provide an overview or emphasize a certain concept or symptom, as well as answer questions related to the status of the research object. Descriptive data is generally collected through interviews and observations. Therefore, the results of this study are expected to provide a clear picture of the "Business Model Canvas" planning analysis in the "Bringout" fashion business through in-depth observation of the research object.

This study employed a Likert scale to measure respondents' perceptions and attitudes toward various elements of the Bringout fashion business model. A five-point Likert scale was used, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5), to evaluate statements related to customer satisfaction, product quality, pricing, and design preferences. The Likert scale allowed the researchers to quantify subjective opinions, making it easier to analyze and interpret the level of agreement or disagreement across different variables. This method provided a reliable and standardized approach for capturing customer



insights and helped identify areas for improvement in the business model.

The unit of analysis is a specific unit that is considered as a research subject. The unit of analysis includes sampling procedures, including the sampling process and study units. In this study, the unit of analysis used was Bringout consumers and parties who knew the Bringout product, which were obtained through distributing questionnaires and observations. According to Sugiyono (2016), a sample is part of the number and characteristics possessed by a population. The sampling technique used in this study was nonprobability sampling, which is a sampling technique that does not provide equal opportunities or chances for each member of the population to be sampled. One form of nonprobability sampling used is saturated sampling or total sampling. Another term for saturated sampling is census, where all members of the population are used as research samples [15]. The study used a questionnaire to obtain primary data.

The location of this research is in West Java. The research location is a place where researchers conduct research activities, especially to capture real phenomena or events from the objects being studied. The main sources in qualitative research are words and actions, while additional data can be in the form of documents and others. Data collection techniques in qualitative research can be done through observation, interviews, and questionnaires. In this study, researchers used two data collection techniques, namely observation and questionnaires [18]

First, the observation technique is used as a method of direct observation of the research object. This technique allows researchers to collect data when events occur and covers all aspects observed. Compared to interviews, the observation method is considered capable of producing more detailed data, especially regarding the behavior of certain subjects, objects, or events. In this context, researchers conducted direct observations of the fashion product "Bringout" in order to obtain relevant data. Second, the use of questionnaires was carried out to measure variables such as Customer Segment, Value Proposition, Channel, and Customer Relationship. The questionnaire was distributed directly to the previously determined Bringout consumer targets. The measurement scale used was the Likert scale, which allows respondents to choose the answer that best suits their views.

In qualitative research, researchers are the main part of the entire research process. Data collection is an important component that aims to obtain valid data and produce conclusions that can be accounted for. This study uses a type of qualitative data analysis with a case study approach. Data analysis in case studies can generally only be carried out by the researcher himself, not by other parties. Success in analyzing data is largely determined by the breadth of the researcher's theoretical insight into the field being studied, research experience, guidance from lecturers, and the researcher's interest and commitment in producing quality research.

IV. RESULTS AND DISCUSSION

After conducting observations and distributing questionnaires, an analysis of the nine elements of the Business Model Canvas (BMC) was obtained, starting from the Customer Segment element. Customer segment is a marketing strategy that aims to group target markets based on similar characteristics so that they can be managed effectively and on target to achieve predetermined business goals. According to Alexander Osterwalder and Yves Pigneur, there are five categories of Customer Segments, namely open markets (mass market), niche markets (niche market), segmented markets (segmented market), diversified markets (diversified market), and multi-sided platforms (multi-sided platform).

In the context of the "Bringout" fashion business, customer segmentation falls into the category of segmented markets, which are markets that are further differentiated based on specific customer needs and problems. This shows that the business owner has directed his marketing strategy to serve certain customer groups that have characteristics and

different preferences. Based on the results of observations and questionnaires conducted, it was found that the customer segments of the "Bringout" fashion business are classified mainly based on demographic aspects, especially age. This segment is the main basis for determining the marketing approach and product development that is in accordance with the preferences of the targeted consumers.



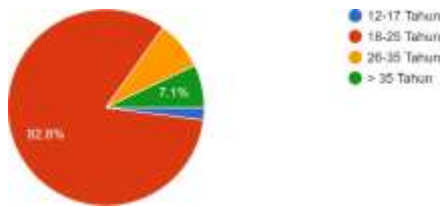


Figure 4.1 Image of customer segment graphic results
Source: [19]

Based on data obtained from observation and questionnaire distribution, it is known that the customer segment in terms of age in the “Bringout” fashion business is in the age range of 18 to over 35 years. This age group is a consumer who has a high interest in the world of fashion and shows a special interest in the products offered by “Bringout”. In terms of gender, “Bringout” does not limit its advertising targets. Although most of its products are used by women, there are also male consumers who buy this product as a gift for their partner or loved one, so that its market reach remains broad and is not gender exclusive.

In addition, analysis of customer occupations shows that certain occupational groups have a significant interest in the “Bringout” product. This reflects that not only age and gender aspects are the basis for segmentation, but also the consumer's professional background. By understanding the preferences and habits of these age, gender, and profession groups, business owners can design more relevant and effective marketing and product development strategies in reaching their main target market.

Table 1 Job Clasification

No	Work	Amount
1	Students	69%
2	Employee	16%
3	Housewife	5%
4	Teacher	5%
5	Self-employed	3%
6	civil servant	1%
7	Content creator	1%

Source: [20]

Based on the data obtained, the majority of buyers or enthusiasts of “Bringout” fashion products come from students, which is 69%. This group consists of teenagers to young adults who have just entered the world of campus, where there is a demand to appear neater and more polite than during school, so that it

requires a collection of appropriate clothing. The second largest enthusiasts are employees with a percentage of 16%. Employees are known as a group that cares about their appearance because the work environment demands an attractive and professional appearance. In addition to these two groups, other enthusiasts come from housewives, teachers/lecturers, civil servants, content creators, and entrepreneurs. This segmentation shows that “Bringout” targets a segmented market based on the needs and problems of each customer group.

After understanding customer segmentation, the next element in the Business Model Canvas is value propositions, which is the value offered by the product to customers. The fashion product “Bringout” offers several main values that are attractive to its customers. First, “Bringout” focuses on selling outer products, which are in line with the trend of dressing neatly and fashionable. Second, the prices offered are more affordable than market prices, without reducing product quality. In addition, another advantage of “Bringout” is the ability to accept custom designs, which means customers can order products in certain quantities with designs that they determine themselves. This provides flexibility and a personal experience to customers. However, this custom service is still adjusted to the availability of materials. Overall, the main value of “Bringout” is built from a combination of performance, price, and design elements, which reflect ongoing efforts to meet dynamic customer needs.

The third element of the Business Model Canvas is the channel, which is the media or path used by the company to reach customers and deliver product value. Channels play an important role in building effective relationships between the company and its consumers. After “Bringout” identifies the target customers and the value offered, channels are used to convey information and facilitate the product purchasing process. These channels can be social media, marketplaces, direct communication via instant messaging, or distributing questionnaires to the target market. Utilizing the right channels not only helps companies reach a wider audience, but also becomes a bridge in building customer loyalty and improving the overall customer experience.



Table 2 Channel Bringout

No	Channel
1	Word of mouth
2	Social media
3	Market place

In establishing relationships with customers, the “Bringout” business uses several strategies to build and maintain consumer loyalty. One form of relationship that is built is by routinely providing information on the latest products through social media and marketplaces so that customers can immediately make transactions if they are interested in the new design. In addition, Bringout also runs a monthly promo program that is only valid in the marketplace in the form of price discounts to attract buying interest. Another strategy is a giveaway program aimed at consumers in need, on the condition that they follow certain rules or rules that have been determined by Bringout. These strategies are carried out to strengthen emotional relationships with customers, increase customer involvement in the product, and encourage ongoing repeat purchases.

Revenue streams in the Bringout business are obtained through product sales both online and offline. Online sales are made through social media such as Instagram and through marketplaces, while offline sales are made through participation in bazaar events and physical stores. This revenue stream is closely related to customer segments, channels, and customer relationship, because from these elements the company can identify customer needs and convey the value of the products offered. However, based on observations, the income from the Bringout business is still unstable because the clothing production process takes a long time and the limited frequency of bazaar events that do not take place routinely every month.

key resources owned by Bringout include natural, human, and financial resources. Natural resources refer to raw materials used in making fashion products such as fabrics and accessories. Human resources consist of individuals who work on clothing production even though there are no permanent employees in Bringout's business structure. Meanwhile, from the financial side, the initial business capital was obtained from loans from parents and assistance from the campus. These three types of resources are vital in supporting the main

activities of the business, from production to product distribution.

Key activities in Bringout operations include branding and marketing through social media as an effort to reach customers outside Garut and West Java in general. On the production side, Bringout carries out a series of activities from selecting raw materials, supervising the sewing process, to quality control at the finishing stage. The finishing process aims to ensure that the products received from the tailors are in accordance with Bringout's quality standards before being marketed on social media or the marketplace.

In running its business, Bringout has established partnerships with a number of raw material suppliers to ensure the availability of quality materials. This partnership is very important to maintain production continuity and avoid delays in fulfilling customer orders, especially when there is a spike in demand. By establishing good cooperation with suppliers, Bringout can also reduce logistics costs and obtain more competitive raw material prices.

cost structure in the Bringout business is divided into two main categories, namely fixed costs and variable costs. Fixed costs include expenses for storing materials, managing marketplace accounts, and social media subscriptions or digital tools. Meanwhile, variable costs include purchasing raw materials, labor wages, packaging, and shipping costs for products to customers. All of these costs are directly related to other elements in the BMC such as value propositions, channels, key resources, and key activities. Therefore, designing an efficient cost structure is essential to maintain business continuity and achieve profitability.

Takeout expense table 3

Fixed costs	Variable costs
Electricity	Cloth
Internet	Label
	Packaging
	Hangtag

Fixed costs include electricity, internet. Meanwhile, Bringout's variable costs include fabric, labels, packaging, hangtags, gift cards and sewing costs.



V. CONCLUSION AND SUGGESTIONS

The initial business model is a concept that has not been validated so it is not fully feasible to be realized immediately. Through research conducted using observation methods and distributing questionnaires, a more accurate Bringout business model was obtained that is in accordance with consumer needs and desires. Based on the results of the study, it can be concluded that Bringout targets the main customer segment, namely students aged between 18 and 35 years, with the second segment being employees. The products offered have a value proposition in the form of unique outer product designs, affordable prices, and custom design services to meet specific customer preferences.

Communication channels used to reach customers include word of mouth as the most effective channel, followed by social media such as Instagram, and marketplace platforms that allow for wider market reach. To build relationships with customers, Bringout offers service strategies such as regular discount promos and giveaway programs to increase customer loyalty. The main source of income comes from product sales through social media, marketplaces, and direct sales during events or bazaars. The main resources that support this business include raw materials as natural resources, the involvement of workers although not yet permanent as human resources, and initial financial support obtained from family and campus loans.

The main activities carried out by Bringout include branding and marketing activities, production from material selection to quality control, and product distribution to sales channels. Partnerships with several raw material suppliers are an important part of maintaining smooth production. The cost structure in business operations consists of fixed costs such as electricity and internet, and variable costs such as purchasing fabrics, labels, packaging, hangtags, gift cards, and sewing costs.

Based on the findings of this study, it is recommended that practitioners or prospective entrepreneurs in similar fields pay more attention to customer segmentation so that the target market chosen is in accordance with the value of the product offered. By understanding the needs and desires of the market directly, products can be developed with clear differentiation. In addition, it is important to continue to create creative ideas and innovate, especially in terms of value proposition, so that products remain relevant and competitive in the market. It is also recommended to plan and manage the cost structure

well, so that business activities can run efficiently and sustainably in the long term.

Writing conclusions and suggestions is written in the form of flowing paragraphs. The conclusion presents the final conclusions written briefly and clearly, showing the clarity of the contribution of findings, the emergence of new theories and the possibility of developing research that can be done in the future. In addition, the conclusion contains the implications of the research both theoretically and practically. The conclusion should be an answer to the research question, and is not expressed in statistical sentences.

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