

Implementation of Business Model Canvas Development

(Case Study : Beauty Clinic dr.Reni.G)

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Abstract—As one of the business development strategies, dr. Reni. G made improvements by remodeling its business model. This study uses a descriptive analysis methodology on the case study of the Beauty Clinic of dr. Reni. G. After conducting the literature study, interview process, Focus Group Discussion, and observation, then a SWOT analysis was carried out to determine the uniqueness of dr. Reni. G to be in line with the capabilities of existing resources.

The results of the SWOT analysis in quadrant I (1.662602; 1.777778), showed that the Beauty Clinic dr. Reni. G requires a progressive strategy. To be able to achieve the expected performance targets and profit, it is important to immediately implement improvements to the nine elements of the Business Model Canvas in the Beauty Clinic of dr. Reni. G

Keywords: Existing Business Model Canvas; SWOT Analysis; Business Model Canvas Improvement.

I. INTRODUCTION

Maintaining appearance is the main thing for some people. The post-pandemic conditions have not discouraged society, both women and men, from always improving their appearance. This certainly encourages more promise for industry

players in the beauty clinic business followed by increasingly fierce competition. Various innovations in beauty treatment methods along with supporting beauty care products are presented thoroughly in the beauty business industry, especially in beauty clinics.

In general, people in Indonesia like to visit beauty clinics with the aim of not only cleaning or brightening the skin but also perfecting some parts of the body so that they look more ideal and attractive, which can gain them more attention both in the real world and in cyberspace. For example, treatments for tightening and softening facial skin, slimming the cheeks, removing wrinkles on the neck, slimming the chin, neck, and many others, which of course will increasingly encourage business opportunities for beauty clinics now and in the future.

Beauty clinic dr. Reni G has been established for more than 10 years on Jalan Kalimantan 34, Blitar City, East Java. As a shareholder as well as the main director dr. Reni Gresnawati and as a representative is dr. Gatut Wicaksono was assisted by some staff.

Statistical data shows that 2020 will be a challenging year for the beauty business. The categories of cosmetics, skincare, personal care, and fragrances experienced a very significant decline.

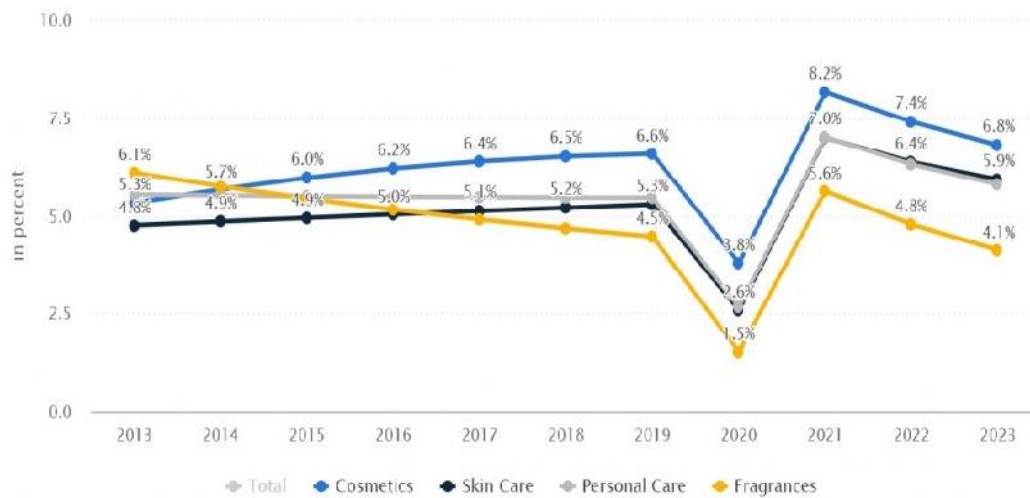


Figure 1. Revenue Growth of the Beauty & Personal Care at Indonesian Market in 2020 (Forecast adjusted for the expected impact of COVID-19)[1].

Statistics results of *Revenue Growth of the Beauty & Personal Care at Indonesian Market* in 2020 made businesspeople aware of the beauty industry that product innovation and related services, from upstream to downstream, must be more proactive and intensive. The pattern of changes in market behavior has encouraged dr. Reni. G to develop interesting and unique design concepts to survive and be able to compete well. Therefore, the owner of the Beauty Clinic, dr. Reni. G has a plan to carry out an appropriate and realistic business model to correct the existing deficiencies.

The Business Model Canvas as a working map that is flexible and easy to understand is the right choice to describe a business model. The approach through the Business Model Canvas is very easy to implement by a business organization engaged in the manufacturing product industry and the service industry as well as for periodic evaluations to obtain a new business model that is more appropriate to the organization's vision and mission.

Reviewing an existing form of a business model as a whole, and regularly is very important. Focus on every detail of its elements for improvement and innovation so that organizational performance becomes more productive [2], a more effective and solution method in this research is to combine SWOT

analysis (*Strengths, Weaknesses, Opportunities, Threats*) on every element in the analysis of the *Business Model Canvas*.

The problem formulation of this research is "How to create better performance and profit at Reni Beauty Clinic. G through the SWOT Analysis approach and Business Model Canvas?". The purpose of this research is to identify the fundamental elements of the dr. Beauty Clinic business system. Reni. G and analyzing the strengths, weaknesses, opportunities, and threats in the Beauty Clinic business, dr. Reni. G along with the improvement factors in the Business Model Canvas. This research is expected to provide benefits to the company as an insight to improve the business performance of dr. Reni. G continuously and as for readers to get ideas about the business description of a beauty clinic.

The limitation of this research is the data comes from the existing conditions at clinic dr. Reni. G during the research timeline and this research was carried out only to the stage of improving the preparation of the model. There are several assumptions used in this research, the first assumption is the vision, mission, and strategy of dr. Clinic. Reni. G did not change in the research process. While the second assumption is the resource person is an expert in their field.

II. LITERATURE REVIEW

A. Understanding Beauty Clinics

According to the Indonesian Dictionary [3] a clinic is a health organization that provides curative health services in the form of diagnosis and treatment in dealing with an illness. health problems. Meanwhile, a beauty clinic is a clinic that offers dermatology services. Dermatology (from Greek: derma which means skin) is a branch of medicine that studies the skin and parts related to the skin such as hair, nails, sweat glands, and so on. So it can be concluded that a beauty clinic is a form of the service industry that provides services in the form of health and beauty care for skin, hair, nails, and others that add value to the aesthetic aspect.

B. Business Model Canvas

According to Moris et al,[4] a business model is a brief representation of how a set of decision variables in the areas of business strategy, architecture, and economics are interrelated to create a sustainable competitive advantage in the marketplace.

Another opinion from Osterwarlder, Pigneur, and Clark (2010) business model describes thinking about how an organization creates, delivers, and captures its business values. Presenting concepts that are simple, relevant, easy to understand and can be implemented and evaluated as complex as any company condition. An effective step to assess the integrity of the overall business model is to combine a SWOT analysis (*Strengths, Weaknesses, Opportunities, Threats*) through the Business Model Canvas (BMC).

The Business Model Canvas describes the values that the company wants to offer to several customer segments and partners to create, market, and provide profitable and sustainable revenue streams[5].

Osterwarlder, Pigneur, and Clark[2] add that the Business Model Canvas is a business model consisting of 9 blocks of business activity areas that are outlined in 1 canvas sheet. The 9 blocks include Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structures. These 9 blocks are the elaboration of the 4 main pillar designs that must exist in a business. The four pillars are offers, customers, infrastructure, and finance.

Meanwhile, Wallin, Chirumalla, and Thomson [6] stated that the Business Model Canvas is a promising tool to create and evaluate new business models easily and quickly.

Hong Y Ching, and Fauvel [7], underline the importance of implementing BMC and recommend it for use by business people and academia. BMC provides a more holistic understanding, so it is very helpful for users in their efforts to develop their business plans.

Business Model Canvas is a framework that functions to evaluate a company's business model and its use has contributed to the development of an organization. The Business Model Canvas focuses on implementing the basic ideas to create value in an organization[8]. Meanwhile, according to Herawati et al.[9], the Business Model Canvas is a business framework that is needed by every businessperson in running their business so that business processes take place according to the vision and mission that have been set.

The purpose of the Business Model Canvas is to introduce a standard way of assessing a business model run by a company. With the concept of a business model that must be easy to understand and can be easily communicated through good design, this is not talking about developing a business model but assessing a good business model[10].

Osterwalder and Pigneur [2] also state that it is used to visualize ideas, logical thinking, or frameworks of designers to make it easier for business actors in making decisions, including designing, evaluating, and managing their business models. The advantage of implementing the Business Model Canvas is that it can see more accurately how the form of business is being or will be run.

Through the Business Model Canvas, you can see the big picture of a business model, complete and detailed regarding the key elements of the business being run so that you can see the complete picture which is very helpful in answering questions about the movement of the business. By gradually evaluating each key element, it will provide convenience and practicality in analyzing and taking steps to things that are not appropriate for improvement.

Another advantage of the Business Model Canvas is that it can turn complex business model concepts into simple ones. In the book *Business Model Generation*, Alexander

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Osterwalder explains that a business model consists of 9 elements called 9 building blocks, namely Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure.

Customer Segments

The core of a business model is that can provide profit (*profit*) for the company. Without customers, no company can survive long. Companies can group customers into different segments by common needs, common behaviors, or other attributes. A business model can determine large or small customer segments[2].

Value Propositions

A Variety of products and services will create value for certain customer segments[2]. Value is the reason why customers choose the products and services of a company over other companies because the company is considered to have

Resources Key

The most important assets needed to make a business model work. Every business model requires key resources, key resources enable companies to create and offer value propositions, reach markets, maintain customer relationships, and generate revenue[2].

Key Activities

The most important things a company must do to make its business model work[2].

Key Partnership

The network of suppliers and partners makes the business model work. Companies offer partnerships for a variety of reasons, and partnerships are the cornerstone of many business models. Companies create alliances to optimize their business models, reduce risk, or acquire resources[2].

Cost Structure

Describes all costs incurred to operate the business model. *cost structure* describes the most important costs incurred while operating in a particular business model. Creating and delivering value, maintaining customer relationships, and generating revenue all come at a cost[2].

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advantages in solving problems and meeting customer needs.

Channels

A medium for companies to communicate with their customers to convey a value proposition[2].

Customer Relationships

Explanation of how to maintain the relationship between the company and consumers. The company must describe the type of relationship each customer segment wants to build. Various types of relationships range from providing individual personal assistance to each consumer, utilizing the community, or even in the form of "self-service."

Revenue Streams

Income or income received by the company from its customers for the value proposition provided by the company to customers[2].

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C. SWOT Analysis

The first step in developing a Business Model Canvas is to do a SWOT (Strength, Weakness, Opportunity, Threat) analysis. The results of the SWOT analysis are used to design improvements to the Business Model Canvas as a sustainable business model.

According to David[11], all organizations have strengths and weaknesses in business functional areas. No company is equally strong or weak in all areas of business. Internal strengths/weaknesses, combined with external opportunities/threats and a clear mission statement, form the basis for setting goals and strategies. Goals and strategies are set with the intent of exploiting internal strengths and overcoming weaknesses. Explanation of the SWOT analysis[11]:

1. Strengths are resources, skills, situations, conditions, or other advantages related to the company's competitors and market needs that can be served by the company.

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2. Weakness is a condition of limitations or deficiencies in resources, skills, and capabilities that effectively hinder the company's performance.
3. Opportunities are important conditions and situations that are favorable in the company's environment in achieving goals.
4. Threats are important unfavorable conditions or situations in the company environment so that they can pose a threat to the company.

capabilities to the competition in which the organization operates. the model can be used as an instrument for devising and selecting strategy and is equally applicable in any decision-making situation, provided the desired objective has been clearly defined.

Richard L. Daft [13] asserts that “SWOT analysis includes efforts to identify the strengths, weaknesses, opportunities, and threats that determine the company's performance. Meanwhile, Pearce and Robinson argue that SWOT analysis is part of the company's strategic management process that aims to identify strengths, weaknesses, opportunities, and threats[14].

According to Prentice Hall [12] SWOT analysis is: the swot analysis provides helpful information for matching resources and

III. RESEARCH METHODOLOGY

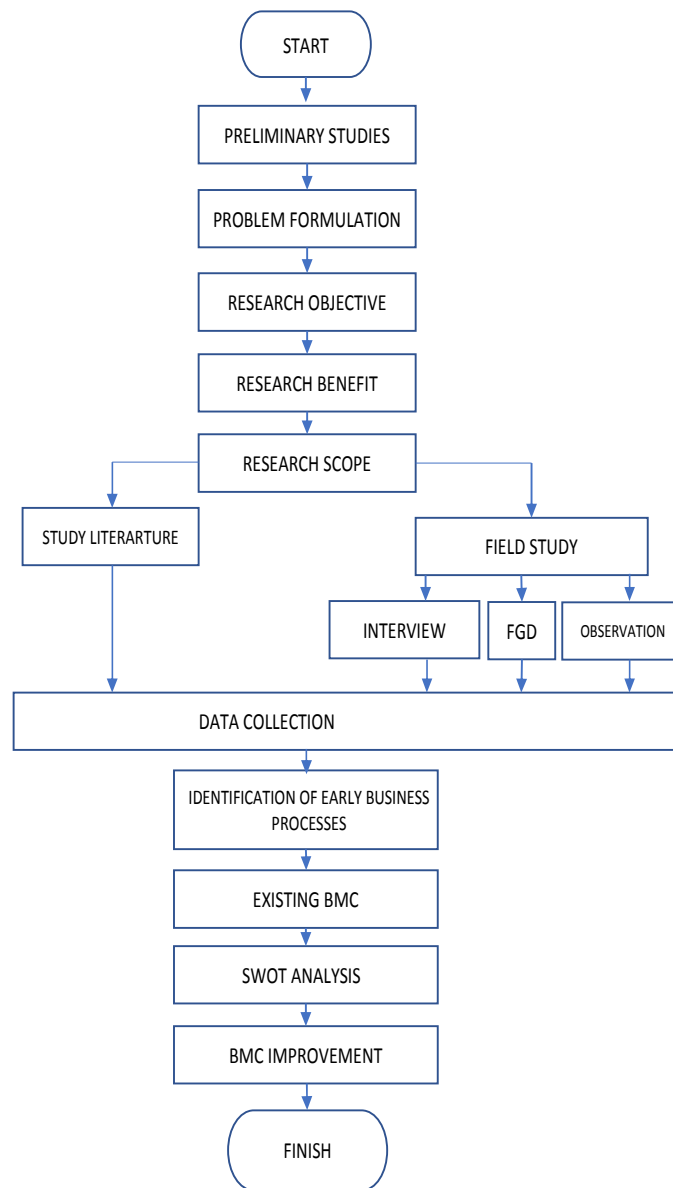


Figure 2. Research Flow Chart.

IV. DISCUSSION

A. Existing Business Model Canvas

<p>KEY PARTNERS</p> <ul style="list-style-type: none"> Raw Material Supplier Distributor Membership Card Printing 	<p>KEY ACTIVITIES</p> <ul style="list-style-type: none"> Reaching the Market Retaining Customers Periodic product updates Promotion Getting New Customers 	<p>VALUE PROPOSITION</p> <ul style="list-style-type: none"> Creative and innovative service quality Raw Material Quality Affordable prices 	<p>CUSTOMER RELATIONSHIP</p> <ul style="list-style-type: none"> Membership Card Product Samples Free Consultation 	<p>CUSTOMER SEGMENTS</p> <ul style="list-style-type: none"> Man and Woman People from all age and social circle
<p>KEY RESOURCES</p> <ul style="list-style-type: none"> Human Resources Equipment Raw material 			<p>CHANNELS</p> <ul style="list-style-type: none"> Instagram WA 	
<p>COST STRUCTURE</p> <ul style="list-style-type: none"> Service Fee Partnership Fee Raw material 			<p>REVENUE</p> <ul style="list-style-type: none"> Sales Volume 	

Figure 3. Existing BMC at dr. Reni. G Beauty Clinic

B. SWOT Analysis

STRENGTH		WEAKNESS	
CS	UNDERSTANDING THE NEEDS OF EVERY CUSTOMER	CS	LIMITED NUMBER OF CUSTOMERS WHO HAVE RECOGNIZED THE IMPORTANT ROLE OF APPEARANCE
	SERVING BASED ON CUSTOMER COMPLAINTS		LACK OF INFORMATION ON PRODUCT, INNOVATION AND PRICES KNOWN BY CUSTOMERS
	SERVING MEN AND WOMEN CUSTOMERS	VP	HAVE NOT MAXIMIZED THE ROLE OF SOCIAL MEDIA IN BUSINESS
	SERVING CUSTOMERS WITH DIFFERENT AGES		HAVE NOT PROVIDED MAXIMUM PRODUCT INFORMATION OR INNOVATION
VP	HYGIENIC TREATMENT DOCTOR DIRECTLY HANDLE		DOES NOT HAVE SMOKING AREA AVAILABLE
	CREATE PRODUCT INNOVATION	Ch	TYPE OF TREATMENT IS NOT COMPREHENSIVE ENOUGH
	CONVENIENCE AND CONVENIENCE BE THE ATTRACTION OF THE OWN ATTRACTION		LOCATION IS STILL LIMITED TO ONE CITY
	VALUE OFFERED ACCORDING TO CUSTOMER DESIRES		HAVE NOT OPEN ANOTHER BRANCH
	WELL INTEGRATING PRODUCTS AND SERVICES		THERE IS NO CAFE / CANTINE
	HIGH LEVEL OF CUSTOMER LOYALTY		THERE IS NO CHILDREN'S PLAY AREA
	PRODUCT VARIATIONS ACCORDING TO CUSTOMER NEEDS	CR	WEAK BRAND IMAGE, HAVEN'T ABLE TO AFFECT CUSTOMERS
Ch	USING SOCIAL MEDIA AS A PROMOTIONAL EVENT		CUSTOMER SURVEY FOR QUALITY IMPROVEMENT IS STILL NOT EFFECTIVE AND EFFICIENT
	PROVIDING MEMBERS FOR EASY INFORMATION AND SERVICE CONVENIENCE	RS	FINANCIAL MANAGEMENT PERFORMANCE IS NOT ENOUGH EFFECTIVE AND EFFICIENT
	MEMBERS OFTEN GET INTERESTING PROMOTIONS	KR	HUMAN RESOURCES IS EASY TO IMITATE BY THE COMPETITORS
CR	RELAXING FAMILY ATTITUDE AND THE FRIENDSHIP BETWEEN THERAPIST AND CUSTOMER		THE POTENTIAL OF HUMAN RESOURCES HAVE NOT BEEN EMPOWERED OPTIMALLY
	SMILE, GREAT, FRIENDLY SERVICE SO ATTENTION CUSTOMERS		HR MARKETING IS NOT WORKING EFFECTIVE AND EFFICIENT ENOUGH
	FREE CONSULTATION FOR NEW CUSTOMERS AND MEMBERS	KA	MAIN ACTIVITIES ARE EASY TO IMITATE BY THE COMPETITORS
	ENOUGH ENOUGH REPUTATION	KP	LOW NUMBER ON PARTNERS
	CLINICAL RELATIONSHIP WITH CUSTOMER IS GOOD ESTABLISHED	Co.S	MONTHLY COST CANNOT BE PREDICTED CORRECTLY
RS	MONTHLY INCOME CAN BE PREDICTED		THERE ARE OVERHEAD COSTS THAT STILL HARD TO CONTROL
	AFFORDABLE PRICE ACCORDING TO CUSTOMER'S ECONOMIC CLASS		
	PRICE SETTING IS APPROPRIATE		
KR	VERY STRATEGIC LOCATION		
	HAVE A VERY SPACIOUS LOCATION		
	CAN PREDICTING RESOURCES WELL		
	EASY TO GET RESOURCES		
	HAVE ADEQUATE INFRASTRUCTURE TO DEVELOP A GRAND STRATEGY		
	CONSULTATION AND TREATMENT DIRECTLY HANDLED BY DOCTOR		
	TREATMENT USING MODERN TECHNOLOGY		
	OFFERING COMPLETE TREATMENT		
KA	ABLE TO RUN BUSINESS ACTIVITIES PROPERLY		
KP	GOOD WORKING RELATIONSHIP WITH PARTNERS		
Co.S	OPERATING COSTS AS REQUIRED		
OPPORTUNITY		THREAT	
CS	HUMAN NATURE TO WANT TO LOOK ATTRACTIVE WHICH IS AN OPPORTUNITIES TO GET NEW CUSTOMERS	CS	DECREASED ON CUSTOMERS NUMBER DUE TO STRONG BUSINESS COMPETITION
	PROVIDE FREE WEBINARS TO ATTRACT NEW CUSTOMERS		CUSTOMERS ARE MORE CRITICAL AND SELECTIVE
	INSTALLING BANNERS THAT ATTRACT NEW CUSTOMERS	VP	COMPETITORS HAVE BETTER NETWORKS AND PARTNERS
	UPDATE LEADING PRODUCTS TO ATTRACT NEW CUSTOMERS	Ch	COMPETITORS HAVE BETTER DISTRIBUTION CHANNELS
VP	PRODUCT AND SERVICE INNOVATION TO INCREASE REVENUE		BUSINESS COMPETITORS WHO ARE MORE KNOWN AND KNOW THE MARKET
	GIVES INSIGHTS OF THE IMPORTANCE OF TREATMENT AND APPEARANCE	CR	RELATIONSHIP WITH CUSTOMERS BECOME BAD IF SERVICE DOESN'T MEET CUSTOMER EXPECTATIONS
	ADDITIONAL PAYMENT FACILITIES	RS	DEPENDENT ONLY ON ONE INCOME STREAM
	PROVIDE CARE PRODUCTS ACCORDING TO RECOMMENDATIONS AND HAVE BPOM	KR	THERE ARE CONSTRAINTS IN THE SUPPLY OF CERTAIN RAW MATERIALS
Ch	ADDING NEW TOOLS FOLLOWING TECHNOLOGY DEVELOPMENT		THREATS TO THE QUALITY OF RAW MATERIALS
	OPEN NEW BRANCH TO REACH CUSTOMERS IN STRATEGIC AREA		INCREASE COST ON RAW MATERIAL
CR	THERE IS THE POTENTIAL TO IMPROVE RELATIONSHIP WITH CUSTOMERS		THE EMERGENCE OF PRODUCTS/TOOLS THAT ARE MORE ADVANCED AND FOLLOWING TECHNOLOGY TREND
RS	THERE ARE OPPORTUNITIES TO ADD OTHER INCOME FLOWS	KA	LESS PROFESSIONAL PARTNERS BECOME A THREAT IN SOP DETERMINATION
	PRICE CAN INCREASE ACCORDING TO ECONOMIC CONDITIONS	KP	PARTNERS THAT ALSO COOPERATE WITH COMPETITORS
KR	OPPORTUNITY TO USE CHEAPER RESOURCES	Co.S	HIGH TAX COST
	NEW PRODUCT INNOVATION WITH ALTERNATIVE RAW MATERIALS		ELECTRICITY AND OTHER COSTS THAT SUDDENLY INCREASED
	OPPORTUNITY TO USE THE AVAILABLE LAND TO OPEN A CAFE, SUCH AS IN PARKING AREA OR ANOTHER AREA		
	HAVE A STRATEGIC BANNER INSTALLATION LOCATION		
	BUILD A CHILDREN'S PLAY AREA, TO IMPROVE CUSTOMER COMFORT THAT BRINGS CHILDREN TO THE CLINIC		
KA	STANDARDIZE KEY ACTIVITIES		
KP	EXPANDING PARTNERSHIPS BOTH FOR THE SUPPLY OF RAW MATERIALS AND ITS DISTRIBUTION CHANNELS		
	CREATE NEW JOBS FOR THE NEIGHBORHOOD COMMUNITY		
	OPENING NEW BUSINESS OPPORTUNITIES FOR BEAUTY AND HEALTH PRODUCTS		
	OPENING NEW BUSINESS OPPORTUNITIES FOR CAFE PROVIDERS		
	OPENING CHILDREN'S PLAY AREA BUSINESS OPPORTUNITIES		
Co.S	EFFICIENCY EXPENDITURES THAT ARE NOT TOO IMPORTANT		

Figure 4. SWOT Analysis

Strength Analysis

Table 1. Strength Analysis

STRATEGIC FACTOR		WEIGHT	RATING	SCORE
<i>STRENGTH</i>				
CS	Understanding the needs of every customer	0,045455	5	0,227273
	Serving based on customer complaints	0,015152	5	0,075758
	Serving men and women customers	0,015152	5	0,075758
	Serving customers of different ages	0,030303	4	0,121212
VP	Hygienic treatment is directly handled by the doctor	0,030303	4	0,121212
	Create product innovation	0,030303	3	0,090909
	Convenience and convenience be the attraction of the own attraction	0,045455	5	0,227273
	The Value offered according to customer desires	0,045455	5	0,227273
	Well integrating products and services	0,030303	3	0,090909
	High level of customer loyalty	0,030303	3	0,090909
	Product variations according to customer needs	0,045455	4	0,181818
Ch	Using social media as a promotional event	0,045455	4	0,181818
	Providing members with easy information and service convenience	0,045455	5	0,227273
	Members often get interesting promotions	0,045455	5	0,227273
CR	Relaxing family attitude and the friendship between therapist and customer	0,045455	5	0,227273
	Smile, great, friendly service so attention customers	0,045455	5	0,227273
	Free consultation for new customers and members	0,030303	5	0,151515
	Enough reputation	0,030303	4	0,121212
	Clinical relationship with the customer is well established	0,030303	5	0,151515
RS	Monthly income can be predicted	0,015152	3	0,045455
	Affordable price according to customer's economic class	0,015152	4	0,060606
	Price setting is appropriate	0,030303	4	0,121212
KR	Very strategic location	0,015152	5	0,075758
	Have a very spacious location	0,045455	5	0,227273
	Can predicting resources well	0,015152	4	0,060606
	Easy to get resources	0,015152	3	0,045455
	Have adequate infrastructure to develop a grand strategy	0,015152	3	0,045455
	Consultation and treatment are directly handled by the doctor	0,045455	5	0,227273
	Treatment using modern technology	0,015152	3	0,045455
	Offering complete treatment	0,015152	3	0,045455
KA	Able to run business activities properly	0,030303	4	0,121212
KP	Good working relationship with partners	0,030303	4	0,121212
Co.S	Operating costs as required	0,015152	3	0,045455
		1		4,333333

Weakness Analysis

Table 2. Weakness Analysis

STRATEGIC FACTOR		WEIGHT	RATING	SCORE
WEAKNESS				
CS	A limited number of customers who have recognized the important role of appearance	0,02439	1	0,02439
	Lack of information on products, innovation, and prices known by customers	0,04878	2	0,097561
VP	Have not maximized the role of social media in business	0,073171	4	0,292683
	Have not provided maximum product information or innovation	0,02439	3	0,073171
	Does not have a smoking area available	0,04878	2	0,097561
	The type of treatment is not comprehensive enough	0,02439	2,5	0,060976
Ch	Location is still limited to one city	0,073171	3	0,219512
	Have not to open another branch	0,073171	3	0,219512
	There is no cafe / canteen	0,073171	5	0,365854
	There is no children's play area	0,04878	4	0,195122
CR	Weak brand image, haven't able to affect customers	0,02439	2	0,04878
	Customer survey for quality improvement is still not effective and efficient	0,02439	2	0,04878
RS	Financial management performance is not enough effective and efficient	0,02439	1	0,02439
KR	Main resources are easy to imitate by the competitors	0,073171	1	0,073171
	The potential of human resources has not been empowered optimally	0,02439	3	0,073171
	Hr marketing is not working effective and efficient enough	0,073171	4	0,292683
KA	Main activities are easy to imitate by the competitors	0,073171	1	0,073171
KP	The Low number of partners	0,073171	4	0,292683
Co.S	The Monthly costs cannot be predicted correctly	0,04878	1	0,04878
	There are overhead costs that are still hard to control	0,04878	1	0,04878
		1		2,670732

Opportunity Analysis

Table 3. Opportunity Analysis

STRATEGIC FACTOR		WEIGHT	RATING	SCORE
	<i>OPPORTUNITY</i>			
CS	Human nature to want to look attractive which is an opportunity to get new customers	0,047619	5	0,238095
	Provide free webinars to attract new customers	0,047619	5	0,238095
	Installing banners that attract new customers	0,047619	5	0,238095
	Update leading products to attract new customers	0,047619	5	0,238095
VP	Product and service innovation to increase revenue	0,047619	5	0,238095
	Gives insights into the importance of treatment and appearance	0,047619	5	0,238095
	Additional payment facilities	0,031746	4	0,126984
	Provide care products according to recommendations and have BPOM	0,047619	5	0,238095
Ch	Adding new tools following technology development	0,047619	5	0,238095
	Open a new branch to reach customers in a strategic area	0,015873	3	0,047619
CR	There is the potential to improve the relationship with customers	0,031746	4	0,126984
RS	There are opportunities to add other income flows	0,031746	4	0,126984
	Price can increase according to economic conditions	0,015873	3	0,047619
KR	Opportunity to use cheaper resources	0,031746	3	0,095238
	New product innovation with alternative raw materials	0,031746	4	0,126984
	Opportunity to use the available land to open a café, such as in a parking area or another area	0,047619	5	0,238095
	Have a strategic banner installation location	0,047619	5	0,238095
	Build a children's play area, to improve customer comfort that brings children to the clinic	0,047619	5	0,238095
KA	Standardize key activities	0,015873	4	0,063492
KP	Expanding partnerships both for the supply of raw materials and its distribution channels	0,047619	5	0,238095
	Create new jobs for the neighborhood community	0,047619	5	0,238095
	Opening new business opportunities for beauty and health products	0,047619	5	0,238095
	Opening new business opportunities for cafe providers	0,047619	5	0,238095
	Opening children's play area business opportunities	0,047619	5	0,238095
Co.S	Efficiency on expenditures that are not too important	0,031746	3	0,095238
		1		4,666667

Threat Analysis

Table 4. Threat Analysis

STRATEGIC FACTOR		WEIGHT	RATING	SCORE
THREAT				
CS	Decreased in customers number due to strong business competition	0,055556	1	0,055556
	Customers are more critical and selective	0,055556	1	0,055556
VP	Competitors have better networks and partners	0,083333	2,5	0,208333
Ch	Competitors have better distribution channels	0,083333	3,5	0,291667
	Business competitors who are more known and know the market	0,055556	1,5	0,083333
CR	Relationships with customers become bad if service doesn't meet customer expectations	0,083333	2	0,166667
RS	Dependent only on one income stream	0,027778	2	0,055556
KR	There are constraints in the supply of certain raw materials	0,055556	2	0,111111
	Threats to the quality of raw materials	0,083333	3	0,25
	Increase cost of raw material	0,083333	5	0,416667
	The emergence of products/tools that are more advanced and follow technology trend	0,055556	3,5	0,194444
KA	Less professional partners become a threat in sop determination	0,055556	2	0,111111
KP	Partners that also cooperate with competitors	0,055556	1	0,055556
Co.	High tax cost	0,083333	5	0,416667
S	Electricity and other costs that suddenly increased	0,083333	5	0,416667
		1		2,888889

SWOT Analysis Graph

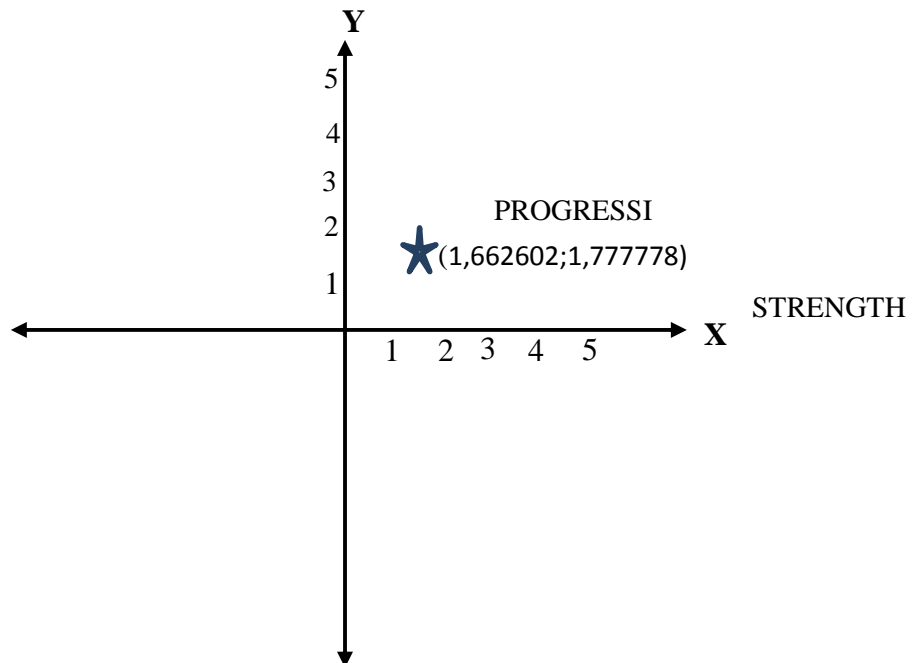


Figure 5. SWOT Analysis Graph

C. Improvement Business Model Canvas

KEY PARTNERS <ul style="list-style-type: none"> Raw Material Supplier Distributor Promotor Bank Merchant Supplier Membership Card Printing 	KEY ACTIVITIES <ul style="list-style-type: none"> Reaching the Market Retaining Customers Periodic product updates Promotion Getting New Customers 	VALUE PROPOSITION <ul style="list-style-type: none"> Innovative service quality / different from other clinics Raw Material Quality Affordable prices without sacrificing quality 	CUSTOMER RELATIONSHIP <ul style="list-style-type: none"> Membership Card Good communication with customers Looking for New Customers Maintaining Old Customer Product Samples for loyal customer Free voucher on customer birthday Free Consultation 	CUSTOMER SEGMENTS <ul style="list-style-type: none"> Man and Woman People from all age and social circle Men and women who care about skin care
	KEY RESOURCES <ul style="list-style-type: none"> Human Resources Equipment Raw material IT and marketing specialist 		CHANNELS <ul style="list-style-type: none"> Instagram WA Website Social Marketing Telegram Tiktok Youtube 	
COST STRUCTURE <ul style="list-style-type: none"> Service Fee Partnership Fee Training Fee Replacement costs for damaged tools/components Purchase of electrical energy saving tools Search for more environmentally friendly herbal-based raw materials 			REVENUE <ul style="list-style-type: none"> Sales Volume Another source of income from: Consignment café and Consignment of children's play area Member registration Sponsors/cooperation with various parties 	

Figure 6. Improvement BMC at dr. Reni. G Beauty Clinic

V. CONCLUSION

Based on the results of the SWOT analysis, it is in quadrant I (1.662602; 1.777778) namely the progressive strategy. Based on the discussion of the business model at the dr. Reni. G by using the Business Model Canvas, the elements that will be developed are as follows:

- Customer Segments: man and woman, people of all ages and social circles, and also men and women who care about skin care.
- Customer Relationships: membership card, good communication with customers, looking for new customers, maintaining old customers, product samples for a loyal customer, free voucher on customer birthday, free consultation
- Value Propositions: Quality of service that is innovative or different from other clinics, quality of raw materials, affordable prices without sacrificing quality.
- Channels: Web Sites, social marketing, Instagram, telegram, WhatsApp, TikTok, you tube.

- Key Resources: human resources, equipment, raw materials, marketing, and IT specialist.
- Key Partners: Raw material suppliers, distributors, promoters, merchant provider banks, membership card printing.
- Key Activities: Reaching markets, retaining customers, promotions, regularly updating products.
- Cost Structure: The existence of service costs, cooperation costs, training costs, replacement costs for tools/components that have been damaged, purchases of tools that are more efficient/saving electrical energy and others, search for alternative raw materials that are more environmentally friendly based on herbs
- Revenue Streams: Increase sales volume, increasing revenue sources from cafe consignment, children's playground consignment, member registration, sponsorship/collaboration with various parties

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