



ANALYSIS OF BUSINESS MODEL CANVAS (BMC) AS A BUSINESS STRATEGY AT WIN PRODUCTION WEDDING ORGANIZER IN BANDAR LAMPUNG CITY

Idham Sedayu Mahera¹, Dora Rinova²

Bandar Lampung University, Email: idham.22121037@student.ubl.ac.id

Bandar Lampung University, Email: dora@ubl.ac.id

*email koresponden: idham.22121037@student.ubl.ac.id

DOI: <https://doi.org/10.62567/micjo.v3i1.2347>

Abstract

The creative service industry, particularly wedding organizer services, has experienced significant growth in Indonesia due to changing lifestyles, increasing consumer expectations, and rising demand for professionally managed wedding events. This study aims to analyze the Business Model Canvas (BMC) as a business strategy at Win Production Wedding Organizer in Bandar Lampung City. The Business Model Canvas, introduced by Osterwalder and Pigneur (2010), is used as a strategic framework to examine nine key business elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. This research employs a qualitative descriptive approach, with data collected through interviews, observations, and documentation involving business owners, employees, and customers. Data validity was ensured using triangulation techniques. The findings indicate that Win Production targets middle and upper-middle income couples as its primary customer segment and offers integrated, professional, and flexible wedding services tailored to client needs. The business model demonstrates strong alignment across all nine BMC components, contributing to enhanced competitiveness and business sustainability. The study confirms that Business Model Canvas is an effective strategic tool for analyzing and improving business models in service-based industries, particularly wedding organizer businesses operating in competitive local markets.

Keywords: Business Model Canvas, Business Strategy, Wedding Organizer, Service Industry, Competitive Advantage

1. INTRODUCTION

The wedding organizer industry has experienced significant growth in Indonesia, particularly in urban areas such as Bandar Lampung City. The increasing number of wedding organizer service providers reflects the growing demand for professional event planning services. This growth has intensified business competition, requiring companies to develop effective business strategies to maintain competitiveness and sustainability. Without a structured strategy, companies may face challenges in adapting to market changes and meeting customer expectations.

Business strategy plays a fundamental role in determining organizational success and sustainability. Strategy refers to the long-term direction and scope of an organization that enables it to achieve competitive advantage through effective resource configuration in a dynamic environment. According to Porter, business strategy is a unique approach used by companies to create value that differentiates them from competitors and enables them to achieve competitive advantage in the market. A well-designed strategy allows organizations to optimize resources, respond to market needs, and create superior customer value.



In addition, Kotler and Keller (2021) emphasize that business strategy is closely related to how organizations identify target markets, develop value propositions, and deliver superior value to customers. Effective strategy enables companies to build strong market positioning and maintain long-term relationships with customers. Similarly, Tjiptono (2020) explains that marketing strategy plays a critical role in ensuring that organizations can meet customer needs while achieving organizational objectives through appropriate service delivery and value creation.

In service-based industries such as wedding organizer services, service quality and customer satisfaction are key determinants of business success. According to Wirtz, Lovelock, and Mussry (2021), service organizations must focus on delivering value through professional service delivery, effective customer interaction, and efficient operational processes. High-quality service enhances customer satisfaction, strengthens customer relationships, and contributes to business sustainability. Furthermore, Ibrahim, Putri, and Hasanah (2020) state that customer satisfaction is influenced by perceived value and service quality, which are critical factors in maintaining customer loyalty and improving organizational performance.

To support strategic planning and business sustainability, organizations need a structured business model framework. A business model describes how organizations create, deliver, and capture value. One of the most widely used business model frameworks is the Business Model Canvas (BMC), introduced by Osterwalder and Pigneur (2010). The Business Model Canvas is a strategic management tool that provides a visual representation of business models through nine key elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. This framework enables organizations to analyze and develop their business models systematically and comprehensively.

Furthermore, Setiawan (2023) explains that the Business Model Canvas helps organizations evaluate business performance and identify strategic opportunities for innovation and improvement. Similarly, Pratiwi and Nugroho (2022) state that the Business Model Canvas is an effective tool for developing business strategies in service-based industries, as it allows organizations to align customer needs, operational activities, and value creation processes. In addition, Purba and Nainggolan (2021) emphasize that the Business Model Canvas helps wedding organizer businesses understand their market segments, value propositions, and operational structures, thereby improving business effectiveness and competitiveness.

Win Production Wedding Organizer is one of the wedding organizer service providers operating in Bandar Lampung City. The company offers integrated wedding planning services and focuses on professionalism, creativity, and customer satisfaction. Strategic partnerships with vendors, effective coordination, and flexible service offerings enable Win Production to provide comprehensive wedding services tailored to customer needs. However, increasing competition and evolving customer preferences require the company to continuously evaluate and improve its business model to maintain competitiveness and ensure long-term sustainability.

Therefore, analyzing the business model using the Business Model Canvas approach is essential to understand how Win Production creates value, delivers services, and sustains its competitive advantage. The Business Model Canvas provides a structured framework for identifying business strengths, improving operational effectiveness, and enhancing customer value. This study aims to analyze the Business Model Canvas as a business strategy at Win Production Wedding Organizer in Bandar Lampung City, providing both theoretical and practical contributions to business strategy development in service industries.

Business strategy is a fundamental concept that determines how organizations achieve their objectives and maintain competitiveness in dynamic market environments. Strategy refers to a comprehensive plan designed to achieve long-term organizational goals by effectively utilizing available resources and



responding to environmental changes. According to Porter, business strategy is the process of creating a unique and valuable position in the market through differentiation and effective resource utilization. A well-formulated strategy enables organizations to achieve competitive advantage and sustain long-term business performance.

Kotler and Keller (2021) define business strategy as an organizational approach to identifying target markets, developing value propositions, and delivering superior customer value. Strategy plays a critical role in determining how companies compete in the market, attract customers, and maintain customer loyalty. Furthermore, effective business strategy allows organizations to align internal resources with external opportunities and threats.

Tjiptono (2020) explains that business and marketing strategies are closely interconnected, particularly in service industries where customer satisfaction is a key determinant of business success. Marketing strategy focuses on understanding customer needs, delivering appropriate services, and creating superior customer value. By implementing effective strategies, organizations can enhance customer satisfaction, strengthen market position, and improve overall business performance.

Therefore, business strategy serves as a foundation for organizational sustainability, enabling companies to create competitive advantage, improve operational efficiency, and achieve long-term growth.

A business model describes how an organization creates, delivers, and captures value. It provides a structured framework for understanding how a business operates and generates revenue. According to Osterwalder and Pigneur (2010), a business model explains the rationale of how an organization creates value for customers and captures value in return.

A business model plays a critical role in business sustainability because it helps organizations identify key components required for successful operations. These components include customer identification, value creation, resource management, operational activities, and revenue generation. A well-designed business model enables organizations to improve efficiency, adapt to market changes, and enhance competitiveness.

Setiawan (2023) states that business models help organizations evaluate business performance and identify opportunities for innovation and improvement. Similarly, Pratiwi and Nugroho (2022) explain that business models enable organizations to align operational activities with customer needs, ensuring effective value delivery and business sustainability.

Thus, a business model is an essential tool for strategic planning and business development, particularly in competitive service industries.

2.3 Business Model Canvas

The Business Model Canvas (BMC) is a strategic management tool used to analyze and design business models. Osterwalder and Pigneur (2010) introduced the Business Model Canvas as a visual framework consisting of nine key elements that describe how organizations create, deliver, and capture value.

The nine elements of the Business Model Canvas include:

1. Customer Segments

Customer segments refer to the specific groups of customers targeted by the organization. Identifying customer segments enables businesses to understand customer needs and develop appropriate services.

2. Value Propositions



Value propositions describe the unique value offered by the organization to customers. This includes benefits, solutions, and advantages that differentiate the business from competitors.

3. Channels

Channels refer to the methods used by organizations to communicate with customers and deliver products or services. Effective channels ensure efficient service delivery and customer communication.

4. Customer Relationships

Customer relationships describe how organizations interact with customers to maintain satisfaction and loyalty. Strong customer relationships contribute to business sustainability.

5. Revenue Streams

Revenue streams represent the sources of income generated by the organization from its customers. Identifying revenue streams is essential for financial sustainability.

6. Key Resources

Key resources refer to the assets required to operate the business, including human resources, financial resources, and physical assets.

7. Key Activities

Key activities include the essential actions required to deliver value propositions and operate the business effectively.

8. Key Partnerships

Key partnerships refer to external parties that support business operations, such as suppliers, vendors, and strategic partners.

9. Cost Structure

Cost structure describes all costs incurred in operating the business, including operational costs, labor costs, and partnership costs.

According to Purba and Nainggolan (2021), the Business Model Canvas helps service businesses, including wedding organizers, understand their operational structure, improve efficiency, and enhance competitiveness.

2.4 Wedding Organizer Service Industry

Wedding organizer services are part of the event management industry that provides professional services for planning and managing wedding events. These services include event planning, vendor coordination, budgeting, scheduling, and event execution.

According to Wirtz, Lovelock, and Mussry (2021), service businesses must focus on delivering high-quality services to ensure customer satisfaction. Service quality plays a crucial role in influencing customer perceptions and business sustainability.

Ibrahim, Putri, and Hasanah (2020) explain that customer satisfaction is influenced by perceived value and service quality. High customer satisfaction leads to customer loyalty, positive word-of-mouth, and long-term business sustainability.



Therefore, wedding organizer businesses must implement effective business strategies and structured business models to maintain competitiveness and achieve sustainable growth.

2. RESEARCH METHOD

3.1 Research Design

This study uses a qualitative descriptive research method with a case study approach. Qualitative research is used to understand social phenomena and analyze business strategies in depth. According to Creswell (2018), qualitative research focuses on understanding participants' perspectives and analyzing real-world situations in their natural context.

The case study approach is used to analyze the business model of Win Production Wedding Organizer in Bandar Lampung City. This approach allows researchers to examine business strategies comprehensively and understand how the Business Model Canvas is implemented in business operations.

3.2 Research Location

This research was conducted at Win Production Wedding Organizer, located in Bandar Lampung City, Indonesia. The company was selected as the research object because it operates in the wedding organizer service industry and implements business strategies relevant to the Business Model Canvas framework.

3.3 Data Sources

This study uses two types of data:

1. Primary Data

Primary data were collected directly from the research object through:

- In-depth interviews with business owners
- Interviews with employees
- Interviews with customers
- Direct observation of business operations

2. Secondary Data

Secondary data were obtained from:

- Company documents
- Business records
- Books and academic journals
- Previous research related to Business Model Canvas



3.4 Data Collection Techniques

Data were collected using the following techniques:

1. Interview

Interviews were conducted with business owners, employees, and customers to obtain information about business operations and strategies.

2. Observation

Observation was conducted to analyze business activities, operational processes, and service delivery.

3. Documentation

Documentation was used to collect supporting data such as company records, photos, and operational information.

3.5 Data Analysis Technique

This study uses qualitative data analysis techniques consisting of:

1. Data Collection
2. Data Reduction
3. Data Presentation
4. Conclusion Drawing

According to Miles and Huberman (2014), qualitative data analysis involves organizing, reducing, and interpreting data to produce meaningful conclusions.

3. RESULTS AND DISCUSSION

This section presents the results of the Business Model Canvas (BMC) analysis applied to Win Production Wedding Organizer in Bandar Lampung. The analysis is based on qualitative data obtained through interviews with the business owner, employees, and customers. The Business Model Canvas framework developed by Osterwalder and Pigneur (2010) is used to systematically examine the nine core elements that describe how the company creates, delivers, and captures value.

Customer Segments

Customer segments refer to specific groups of customers targeted by a company to deliver its products or services. According to Osterwalder and Pigneur (2010), identifying customer segments is essential for developing value propositions and ensuring that services meet customer needs effectively.

Based on the interview results, Win Production Wedding Organizer primarily targets engaged couples from middle to upper-middle socioeconomic classes in Bandar Lampung. These customers are typically working professionals who have limited time to organize their weddings independently and therefore require professional wedding organizer services. The findings indicate that these customers value practicality, professionalism, and reliability in managing wedding events.

This finding is consistent with Kotler and Keller (2021), who state that market segmentation allows companies to understand customer characteristics and design appropriate service offerings. By focusing on customers with higher purchasing power and specific service needs, Win Production is able to



position itself strategically in the competitive wedding organizer market. Furthermore, targeting busy working couples aligns with modern consumer behavior, where convenience and service quality are primary decision-making factors.

Thus, clearly defined customer segments enable Win Production to tailor its service packages, marketing strategies, and operational planning to meet customer expectations effectively.

Value Propositions

Value proposition represents the unique value offered by a company to attract customers and differentiate itself from competitors. According to Osterwalder and Pigneur (2010), value propositions explain why customers choose one service provider over another.

The study found that Win Production offers integrated, flexible, and professional wedding organizer services. The company provides comprehensive services covering event planning, vendor coordination, and event execution, allowing customers to experience convenience and reduced stress during wedding preparation. Customers reported feeling more secure and confident knowing that their wedding events were managed professionally and according to their preferences.

This finding aligns with the service marketing theory proposed by Wirtz, Lovelock, and Mussry (2021), which emphasizes that service quality and reliability significantly influence customer satisfaction and perceived value. Additionally, Tjiptono (2020) explains that delivering superior value is a key determinant of competitive advantage in service industries.

The integrated service approach adopted by Win Production enhances customer convenience, improves service efficiency, and strengthens customer satisfaction. Therefore, the company's value proposition serves as a critical factor in attracting and retaining customers in the competitive wedding organizer industry.

Channels

Channels refer to the methods used by organizations to communicate with customers and deliver value propositions. Effective channels enable companies to reach customers efficiently and enhance customer experience (Kotler & Keller, 2021).

The findings show that Win Production primarily uses Instagram and WhatsApp as its main communication and marketing channels. Instagram serves as a promotional platform where the company showcases wedding projects, service packages, and portfolio content. Meanwhile, WhatsApp is used for direct communication, consultation, and customer service. Additionally, word-of-mouth recommendations from previous customers play an important role in attracting new clients.

This result supports the findings of Setiawan (2023), which highlight that digital platforms significantly enhance service business visibility and customer engagement. Social media enables service providers to build brand awareness and reach broader audiences with minimal marketing costs.

The use of digital channels allows Win Production to effectively communicate its services, interact directly with customers, and build stronger relationships, ultimately contributing to business growth.

Customer Relationships

Customer relationships describe how companies establish and maintain relationships with customers. According to Osterwalder and Pigneur (2010), strong customer relationships are essential for ensuring customer satisfaction and loyalty.



The study reveals that Win Production maintains customer relationships through intensive communication, personalized consultation, and responsive service. The company actively communicates with customers from the initial consultation phase until the completion of the wedding event. Customers reported high satisfaction with the company's responsiveness, communication quality, and overall service experience.

This finding aligns with the service quality theory proposed by Parasuraman, Zeithaml, and Berry (1988), which emphasizes responsiveness and communication as key dimensions of service quality. Strong customer relationships increase customer trust, satisfaction, and long-term loyalty.

Furthermore, maintaining close relationships with customers enhances customer retention and increases the likelihood of positive word-of-mouth promotion, which is essential for service business sustainability.

Revenue Streams

Revenue streams represent the sources of income generated by the company. According to Osterwalder and Pigneur (2010), revenue streams are essential for ensuring business sustainability and financial stability.

The findings indicate that Win Production generates revenue primarily from wedding organizer service packages. These include both complete wedding packages and customized packages tailored to customer preferences. Additional revenue is generated from optional services such as additional decorations, documentation, and customized event concepts.

This finding supports the theory proposed by Kotler and Keller (2021), which states that diversified revenue streams improve financial stability and reduce business risk. By offering flexible service packages, Win Production can serve a wider range of customers while maximizing revenue potential.

The structured payment system, including down payments and final payments before the event, also helps maintain stable cash flow and operational efficiency.

Key Resources

Key resources refer to critical assets required to operate the business successfully. These resources include human resources, physical resources, financial resources, and intellectual assets (Osterwalder & Pigneur, 2010).

The study found that Win Production's key resources include its professional and experienced team, reliable vendor network, and business reputation. Human resources play a crucial role in ensuring service quality, as wedding organizer services require coordination, communication, and problem-solving skills.

This finding is consistent with resource-based theory, which states that human resources are strategic assets that contribute to competitive advantage (Barney, 1991). Additionally, vendor relationships serve as valuable operational resources that enhance service efficiency and quality.

Therefore, effective management of key resources enables Win Production to deliver high-quality services and maintain business competitiveness.



Key Activities

Key activities refer to essential operational activities required to deliver value propositions. According to Osterwalder and Pigneur (2010), key activities directly influence service quality and customer satisfaction.

The main activities of Win Production include wedding concept planning, vendor coordination, event supervision, and administrative management. These activities ensure that wedding events are executed according to customer expectations and planned schedules.

This finding supports the service operations theory proposed by Fitzsimmons and Fitzsimmons (2020), which emphasizes that effective service delivery depends on well-coordinated operational processes.

The structured operational approach adopted by Win Production enhances efficiency, improves service quality, and ensures successful event execution.

Key Partnerships

Key partnerships refer to strategic collaborations with external parties that support business operations. According to Osterwalder and Pigneur (2010), partnerships enhance operational efficiency and reduce business risk.

The findings show that Win Production collaborates with vendors such as decorators, catering providers, makeup artists, photographers, and entertainment providers. These partnerships ensure service quality and operational efficiency.

This finding aligns with strategic alliance theory, which states that partnerships enable organizations to access external expertise and resources (Yulianto & Handayani, 2022).

Vendor partnerships play a critical role in ensuring successful event execution and improving customer satisfaction.

Cost Structure

Cost structure represents all expenses incurred in operating the business. According to Osterwalder and Pigneur (2010), understanding cost structure is essential for maintaining profitability and operational sustainability.

The study found that Win Production's main costs include employee salaries, vendor fees, transportation, and operational expenses. These costs vary depending on the scale and complexity of wedding events.

Effective cost management allows the company to maintain service quality while ensuring financial sustainability.

Integrated Business Model Analysis

The overall Business Model Canvas analysis shows strong interconnections between all nine elements. The value proposition serves as the central component supported by key resources, key activities, and key partnerships. These elements enable Win Production to deliver value effectively to its customer segments through appropriate channels and customer relationships.

Revenue streams and cost structure indicate that business sustainability depends on service quality, customer satisfaction, and efficient resource management.



This finding supports Osterwalder and Pigneur (2010), who emphasize that a well-structured business model enables organizations to achieve competitive advantage and long-term sustainability.

Overall, the Business Model Canvas implementation has helped Win Production Wedding Organizer establish a clear, structured, and sustainable business model that aligns with market needs and competitive industry conditions.

4. CONCLUSION

] This study aimed to analyze the Business Model Canvas (BMC) as a business strategy at Win Production Wedding Organizer in Bandar Lampung City. The findings demonstrate that the Business Model Canvas provides a comprehensive framework for understanding how the company creates, delivers, and captures value in the wedding organizer service industry.

The analysis revealed that Win Production has clearly defined customer segments, primarily targeting middle to upper-middle-class couples who require professional wedding planning services. The company's value proposition focuses on providing integrated, flexible, and professional services that enhance customer convenience and satisfaction. These value propositions are effectively delivered through digital channels such as Instagram and WhatsApp, which facilitate communication, marketing, and customer engagement.

Furthermore, the company maintains strong customer relationships through personalized consultation, responsive communication, and professional service delivery. These relationship strategies contribute significantly to customer satisfaction, trust, and loyalty. The revenue streams are primarily generated from wedding organizer service packages, including customized services that meet diverse customer needs, ensuring financial sustainability and business growth.

In terms of internal operations, Win Production's key resources include skilled human resources, professional experience, and strong vendor networks. These resources support key activities such as event planning, vendor coordination, and event execution, which are essential for delivering high-quality services. Strategic partnerships with vendors further enhance service effectiveness and operational efficiency. Additionally, the company maintains a structured cost management system that ensures operational sustainability while maintaining service quality.

Overall, the Business Model Canvas has proven to be an effective strategic tool for analyzing and developing the business model of Win Production Wedding Organizer. The integration of all nine Business Model Canvas elements enables the company to maintain competitiveness, improve operational effectiveness, and enhance customer value. The findings also indicate that a well-structured business model plays a critical role in ensuring business sustainability and competitive advantage in the service industry.

This study contributes both theoretically and practically. Theoretically, it supports the application of the Business Model Canvas as a strategic management tool in service-based industries. Practically, the findings provide valuable insights for wedding organizer businesses and other service companies in developing effective business strategies to improve competitiveness and long-term sustainability.

5. REFERENCES

Fauji, M. (2020). Analisis strategi bisnis dalam meningkatkan keunggulan kompetitif. *Jurnal Ilmu Manajemen*, 14(1), 33–40.



- Hasna, N. W., Alfatih, M. F., Pasya, T. M., & Kuntari, W. (2025). Penerapan Business Model Canvas (BMC) pada bisnis jasa fotografi produk Rabbithall Studio. *Jurnal Manajemen Bisnis Kreatif*, 5(1), 12–22.
- Hidayat, R., & Suryanto. (2021). Analisis model bisnis menggunakan Business Model Canvas pada usaha jasa. *Jurnal Manajemen dan Bisnis*, 18, 1–10.
- Ibrahim, A., Putri, N., & Hasanah, E. (2020). Analisis kepuasan pelanggan berdasarkan persepsi nilai dan kualitas layanan. *Jurnal Administrasi Bisnis*, 8(4), 221–230.
- Kasmir. (2021). *Kewirausahaan*. RajaGrafindo Persada.
- Kotler, P., & Keller, K. L. (2021). *Marketing management* (16th ed.). Pearson Education.
- Nurrohman, A. F. (2019). Penerapan model bisnis canvas perusahaan wedding planner (Kusuma Kencana). *Jurnal Manajemen & Kewirausahaan*, 8(2), 45–56.
- Osterwalder, A., & Pigneur, Y. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*. John Wiley & Sons.
- Osterwalder, A., & Pigneur, Y. (2020). *Business model generation: A handbook for visionaries, game changers, and challengers*. John Wiley & Sons.
- Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2020). *Value proposition design: How to create products and services customers want*. John Wiley & Sons.
- Porter, M. E. (2020). *Competitive strategy: Techniques for analyzing industries and competitors*. Free Press.
- Pratiwi, A., & Nugroho, B. (2022). Penerapan Business Model Canvas dalam pengembangan strategi bisnis UMKM jasa. *Jurnal Administrasi Bisnis*, 10(1), 45–56.
- Purba, T., & Nainggolan, N. P. (2021). Model bisnis canvas pada wedding organizer di Batam. *Jurnal Ekonomi & Bisnis*, 13(1), 77–89.
- Rahmawati, D., & Setiawan, I. (2023). Strategi peningkatan daya saing usaha jasa event organizer. *Jurnal Ilmu Manajemen*, 11(3), 201–212.
- Rentech Digital. (2025). List of wedding planners in Indonesia. Retrieved from www.rentechdigital.com
- Sari, M., & Putra, R. (2024). Analisis segmentasi pelanggan dan proposisi nilai pada industri jasa pernikahan. *Jurnal Ekonomi Kreatif Indonesia*, 6(1), 33–44.
- Setiawan, R. (2023). Analisis penerapan Business Model Canvas pada UMKM di Indonesia. *Jurnal Kewirausahaan & Bisnis*, 12(3), 88–99.
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Sugiyono. (2022). *Metode penelitian kualitatif, kuantitatif, dan R&D*. Alfabeta.
- Taylor, S. (2020). Customer awareness and satisfaction in service-based industries. *Journal of Service Marketing*, 12(2), 89–97.
- Telkom University Research Team. (2021). Evaluasi dan perancangan model bisnis “We Like 2 Party Planner” menggunakan Business Model Canvas. *Jurnal Teknologi & Bisnis*, 7(1), 14–22.
- Tjiptono, F. (2020). *Strategi pemasaran* (4th ed.). Andi Offset.



Umar, H. (2013). *Metode penelitian untuk skripsi dan tesis bisnis*. Rajawali Pers.

Widiani, W., Alfatih, M. F., Pasya, T. M., & Kuntari, W. (2025). Analisis Business Model Canvas pada jasa fotografi produk Rabbithall. *Jurnal Inovasi Bisnis Kreatif*, 3(2), 44–53.

Wirtz, J., Lovelock, C., & Mussry, J. (2021). *Service marketing: People, technology, strategy*. World Scientific.

Yulianto, A., & Handayani, S. (2022). Peran kemitraan strategis dalam meningkatkan kinerja usaha jasa. *Jurnal Manajemen Strategi*, 9(2), 1–12.

Yunita, K. N., & Widodo, M. W. (2024). Analisis penerapan strategi Business Model Canvas pada kelompok Paguyuban Amreh Mulyo. *Jurnal Manajemen dan Bisnis Indonesia*, 10(1), 55–66.