

Business Model Canvas Analysis in Developing Business Strategies at Win Production Wedding Organizer in Bandar Lampung City, Indonesia

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Info Artikel

Article history:

Received May, 2026

Revised Jun, 2026

Accepted Jun, 2026

Kata Kunci:

BMC; Business Model Canvas; Strategi Bisnis; Wedding Organizer; Win Production

Keywords:

BMC; Business Model Canvas; Business Strategy; Wedding Organizer; Win Production

ABSTRAK

Riset ini bertujuan untuk menganalisis Business Model Canvas (BMC) selaku strategi bisnis pada Wedding Organizer Win Production di Kota Bandar Lampung. Persaingan industri wedding organizer yang terus menjadi bertambah menuntut pelaku usaha untuk mempunyai strategi bisnis yang terstruktur, adaptif, serta berkepanjangan. Pendekatan Business Model Canvas digunakan untuk memetakan model bisnis secara merata lewat 9 elemen utama ialah customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, serta cost structure. Riset ini memakai tata cara kualitatif dengan pendekatan deskriptif. Metode pengumpulan informasi dicoba lewat wawancara mendalam, observasi langsung, serta dokumentasi. Informan riset terdiri dari owner, karyawan, serta pelanggan Wedding Organizer Win Production. Uji keabsahan informasi memakai triangulasi sumber serta triangulasi metode. Hasil riset menampilkan kalau Win Production mempunyai segmen pelanggan utama ialah pendamping calon pengantin dari golongan menengah sampai menengah atas yang memerlukan layanan perkawinan handal serta instan. Nilai utama yang ditawarkan merupakan layanan perkawinan terintegrasi, fleksibel, serta handal cocok kebutuhan klien. Pemanfaatan media sosial selaku saluran pemasaran utama dan ikatan personal dengan pelanggan jadi aspek pendukung energi saing usaha. Segala elemen Business Model Canvas silih terintegrasi serta berkontribusi terhadap kenaikan daya guna strategi bisnis dan keberlanjutan usaha.

ABSTRACT

This research aims to analyze the Business Model Canvas (BMC) as a business strategy for Win Production Wedding Organizer in Bandar Lampung City. The increasing competition in the wedding organizer industry demands that business actors have a structured, adaptive, and sustainable business strategy. The Business Model Canvas approach is used to map the business model evenly through nine main elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. This research uses a qualitative method with a descriptive approach. Information collection methods are attempted through in-depth interviews, direct observation, and documentation. Research informants consist of the owner, employees, and customers of Win Production Wedding Organizer. The validity of the information is tested using source triangulation and method triangulation. The results show that Win Production's main customer segment is bridesmaids from the middle to upper middle class who

require reliable and instant wedding services. The main value offered is integrated, flexible, and hands-on wedding services tailored to client needs. The use of social media as the main marketing channel and personal relationships with customers are aspects that support business competitiveness. All elements of the Business Model Canvas are integrated and contribute to increasing the effectiveness of business strategies and business aspirations.

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1. INTRODUCTION

The changing lifestyle of society and the increasing demand for practical services have contributed to the growth of the wedding service industry in Indonesia (Alma, 2018). One of the rapidly growing sectors is the wedding organizer (WO) industry, which provides professional wedding planning and event management services. The presence of wedding organizers helps couples manage various aspects of their wedding events, enabling the preparation and implementation processes to be conducted in a more organized manner. Pratiwi & Sari (2021) explain that the use of wedding organizer services provides convenience for customers by saving time and effort throughout the event planning process. Furthermore, the development of information technology and social media has increased public interest in wedding concepts that are more creative, modern, and tailored to individual preferences.

This phenomenon is also evident in Bandar Lampung City, where the number of wedding organizer service providers continues to increase. The growing number of businesses has intensified competition, requiring companies to offer unique value propositions that differentiate them from competitors (Assauri, 2018). In such circumstances, business strategy plays a crucial role in maintaining business sustainability (Hery, 2019). David & David (2019) state that business strategy serves as a guideline for utilizing organizational resources effectively to achieve long-term objectives and sustain competitive advantage.

One of the businesses operating in this sector is Win Production Wedding Organizer. The company provides a variety of services, including event concept development, vendor coordination, and wedding event management. However, like many other service-based businesses, Win Production faces several challenges, such as changing market trends, increasing customer expectations, price competition, and the rapid development of digital marketing (Kotler & Armstrong, 2021). Therefore, a comprehensive study is needed to provide an overview of the company's current business model.

The Business Model Canvas (BMC), introduced by Osterwalder & Pigneur (2010), is one of the approaches that can be used to evaluate a business model comprehensively. This framework enables organizations to map their business activities through nine interconnected elements, ranging from customer segments to cost structure (Osterwalder et al., 2014). According to Kusumawati & Mulyani (2024), the use of BMC helps organizations understand the interrelationships among business components, allowing strategic planning to be conducted in a more systematic and focused manner. Previous studies have also demonstrated that BMC can enhance the effectiveness of business strategies and improve competitiveness across various business sectors (Suwarni & Handayani, 2020).

Based on this background, this study was conducted to analyze the business model of Win Production Wedding Organizer using the Business Model Canvas approach. The analysis is expected to identify the current condition of the company's business model, discover potential improvements in each business element, and generate strategic recommendations that can support the enhancement of competitiveness and long-term business sustainability.

2. LITERATURE REVIEW

2.1 Business Strategy

In a competitive business environment, business strategy serves as a guideline for companies in achieving their objectives and maintaining business sustainability. Strategy is not only related to efforts to generate profits but also encompasses how companies utilize their resources to create value and gain advantages over competitors. David & David (2019) explain that business strategy involves a series of planning, implementation, and evaluation activities carried out to support the achievement of organizational goals. In the service sector, the success of a strategy is highly influenced by service quality, innovation, and the company's ability to respond to changing customer needs. Furthermore, the development of information technology has encouraged the utilization of digital media as a means of strengthening marketing activities and expanding market reach (Widiani et al., 2024).

2.2 Business Model Canvas (BMC)

The Business Model Canvas (BMC) is an analytical tool used to describe and evaluate an organization's business model in a structured manner. This framework, introduced by Osterwalder & Pigneur (2010), helps companies understand the process of value creation, value delivery to customers, and the ways in which economic benefits are generated from business activities. According to Kusumawati & Mulyani (2024), BMC can be utilized to identify business development opportunities while evaluating the effectiveness of existing strategies. Various studies have shown that the use of BMC helps companies clarify their business direction, strengthen their value propositions, and enhance business competitiveness (Prasetyo & Wibowo, 2021; Suwarni & Handayani, 2020).

2.3 Elements of the Business Model Canvas

The Business Model Canvas consists of nine interconnected elements that collectively form a company's business model. These elements include customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Osterwalder & Pigneur, 2010). Each element serves a distinct function, ranging from identifying target customers and determining the value offered to building customer relationships and managing resources, key activities, partnerships, revenues, and operational costs. The integration of these elements provides the foundation for creating an effective and sustainable business model.

2.4 Wedding Organizer

A wedding organizer is a service provider that assists in the professional planning and execution of wedding events. Its scope of activities includes event concept development, scheduling, vendor coordination, and supervision of the event from preparation to completion. The presence of wedding organizers provides convenience for prospective couples, as various technical and organizational aspects can be managed more efficiently and systematically. As the wedding industry continues to grow and public expectations regarding service quality increase, wedding organizer businesses are required to continuously innovate and implement appropriate strategies to maintain their existence and competitiveness in the market (Suryana, 2019).

3. RESEARCH METHODS

This study employed a qualitative approach with a descriptive method to analyze the business model of Win Production Wedding Organizer in Bandar Lampung City using the Business Model Canvas (BMC) framework (Moleong, 2021). This approach was chosen because it provides an in-depth understanding of the company's current business model based on the nine elements of the BMC, namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Sugiyono, 2022). The research object was Win Production Wedding Organizer, which was selected purposively because it is an actively growing wedding organizer business and is relevant for analysis using the Business Model Canvas approach. The study utilized both primary and secondary data sources. Primary data were obtained through in-depth interviews with the business owner, employees, and customers who were selected purposively based on their level of involvement and knowledge of the company's business activities. Secondary data were collected from company documents, scientific literature, and relevant previous studies. Data collection techniques included interviews, observation, and documentation. Semi-structured interviews were conducted to gather information regarding the company's business model, while observations were carried out to examine operational activities and service delivery processes. Documentation served as supporting data, including the company profile, partnership agreements, and records of company activities. Data analysis followed the interactive model developed by Miles and Huberman, which consists of data reduction, data display, and conclusion drawing (Miles et al., 2018). The collected data were analyzed and mapped into the nine elements of the Business Model Canvas to identify the current condition of the company's business model. To ensure data validity, the study applied source triangulation and technique triangulation by comparing information obtained from interviews, observations, and documentation across various informants.

4. RESULTS AND DISCUSSION

This study analyzes the business model of Win Production Wedding Organizer using the Business Model Canvas (BMC) approach as a tool to understand the current business conditions and formulate alternative strategies for more effective business development. The use of BMC is considered appropriate because it provides a comprehensive overview of the company's business model through nine interconnected elements, namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. Through this mapping process, the company can identify the interrelationships among business components and recognize areas that still have potential for improvement.

Based on the research findings, Win Production Wedding Organizer demonstrates a relatively well-structured and organized business model, with a primary focus on delivering personalized services, maintaining flexibility in meeting customer needs, and fostering strong relationships with clients. As a company operating in the event management service industry, business success depends not only on the ability to manage operational activities effectively but also on the ability to build trust, ensure customer satisfaction, and establish long-term partnerships with various business stakeholders.

These findings support the study of Widiani et al. (2024), which explains that business success in the creative service sector is strongly influenced by the synergy between the value offered to customers, the quality of customer relationships, and the strategic partnerships developed by the company.

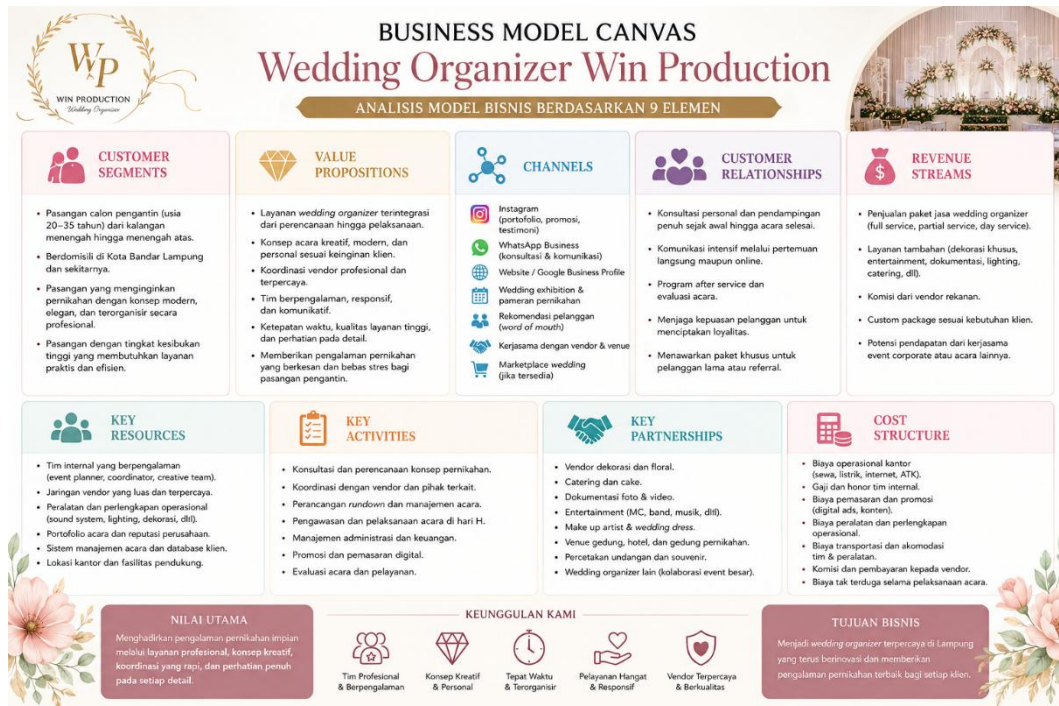


Figure 1. BMC Model of Win Production Wedding Organizer

The Business Model Canvas (BMC) of Win Production Wedding Organizer illustrates a wedding service business model that focuses on professional service, service flexibility, and customer satisfaction as its primary priorities. This business model is structured based on the nine key elements of the Business Model Canvas, which are integrated to create competitive advantages and support business sustainability (Osterwalder et al., 2014). In the Customer Segments element, the primary target market of Win Production consists of engaged couples aged 20 to 35 years from middle- to upper-middle-income groups residing in Bandar Lampung City and its surrounding areas. This segment generally comprises young couples with busy lifestyles who require practical, efficient, and professional wedding organizer services to manage all stages of their wedding events.

In the Value Propositions element, Win Production offers integrated wedding organizer services covering the entire process from planning to event execution. The company provides creative, modern, and personalized event concepts tailored to clients' preferences. In addition, professional vendor coordination, punctuality, high service quality, and attention to detail constitute the company's key values that differentiate it from competitors. The Channels element shows that the company utilizes social media platforms such as Instagram and WhatsApp Business as its primary channels for promotion and customer communication. Furthermore, websites, Google Business Profile, wedding exhibitions, customer referrals (word of mouth), and partnerships with vendors and venues also serve as important channels for expanding market reach.

In the Customer Relationships element, the company builds customer relationships through personalized consultations, intensive communication, comprehensive assistance from the initial planning stage until the event is completed, as well as after-service support and event evaluations. This approach aims to maintain customer satisfaction, foster loyalty, and increase referral opportunities from previous clients. The Revenue Streams element indicates that the company's primary source of income is generated from wedding organizer service packages, including full-service, partial-service, and day-service packages. Additional revenue is obtained from complementary services such as special decorations, entertainment, documentation, lighting, catering, vendor commissions, and customized packages tailored to clients' specific needs.

In the Key Resources element, the company's primary resources include an experienced internal team, an extensive and reliable vendor network, operational equipment, event portfolios, event management systems, client databases, and other supporting facilities. Human resources represent the company's most valuable asset, as service quality is highly dependent on the professionalism and competence of the team. The Key Activities element encompasses wedding concept consultation and planning, vendor coordination, event rundown preparation, event supervision and execution, administrative management, digital marketing activities, and post-event evaluation. These activities constitute the core operational processes that enable the company to maintain high-quality service delivery.

In the Key Partnerships element, the company establishes strategic partnerships with makeup vendors, catering providers, photography and videography services, entertainment providers, makeup artists, wedding dress suppliers, wedding venues, invitation printing services, and other wedding organizers for large-scale event collaborations. These partnerships help improve operational efficiency and service quality. Meanwhile, the Cost Structure element includes office operational expenses, internal staff salaries, digital marketing costs, operational equipment expenses, transportation costs, vendor commissions, and unforeseen expenses incurred during event execution. Effective cost management is essential to ensure that the company can continue delivering high-quality services while maintaining optimal profitability.

Overall, the business model of Win Production Wedding Organizer focuses on providing professional, integrated, and high-quality wedding services by optimizing internal resources, strategic partnerships, and digital marketing initiatives to create value for customers and sustain business growth. Based on the results of the Business Model Canvas (BMC) mapping, it was found that the company's business model demonstrates a relatively systematic structure in managing its wedding service operations. The nine BMC elements are interconnected and form a business foundation that supports sustainability and enhances competitiveness within the increasingly competitive wedding organizer industry.

In the Customer Segments element, the company primarily targets engaged couples from middle- to upper-middle-income groups within the productive age range, particularly young couples who have limited time to independently organize their wedding events. These customer characteristics indicate that consumers seek not only event management services but also time efficiency, ease of coordination, and assurance of service quality. This finding is consistent with the study by Pratiwi & Sari (2021), which explains that wedding organizer customers place greater emphasis on convenience and trust than on price alone. Regarding the Value Propositions element, Win Production offers integrated wedding services covering initial consultations, event concept development, vendor coordination, and wedding-day execution. The company's key values lie in service flexibility, creative event concepts, punctuality, and its ability to deliver personalized and memorable wedding experiences. In the service industry context, value propositions play a crucial role in shaping customer purchasing decisions. Therefore, customer experience quality becomes the company's primary competitive advantage.

The Channels element reveals that the company utilizes social media platforms, particularly Instagram and WhatsApp Business, as its primary channels for promotion and communication. Instagram functions as a visual platform for building a professional image through event portfolios and customer testimonials, while WhatsApp serves as a direct communication and personal consultation tool. In addition, customer referrals through word-of-mouth marketing remain one of the most effective promotional channels, as the wedding organizer business heavily depends on customer trust (Tjiptono, 2019). These findings support the study by Suwarni & Handayani (2020), which states that digital marketing significantly contributes to enhancing the competitiveness of creative service businesses. Within the Customer Relationships element, the company develops customer relationships through personalized approaches, intensive consultations, and continuous assistance from the planning stage to post-event evaluation. Strong customer relationships

contribute to customer loyalty and generate indirect promotion through referrals from previous clients. In the event management service industry, customer trust serves as a key asset that determines business sustainability. Therefore, customer relationships represent one of the most dominant elements in the company's business model.

The company's primary income sources within the Revenue Streams element are derived from wedding organizer service packages, including full-service, partial-service, and day-service packages. In addition, the company generates supplementary revenue from premium decorations, premium documentation services, entertainment, makeup services, and commissions from partner vendors. This revenue diversification indicates substantial opportunities for business expansion if the company continues adapting its service offerings to market trends and customer preferences. In the Key Resources element, the company's main resources include qualified human resources, an extensive vendor network, and a strong business reputation built through customer satisfaction. In the wedding organizer industry, human resources play a dominant role because service quality largely depends on the team's ability to manage event details and maintain effective communication with clients (Handoko, 2017). Furthermore, event portfolios and business relationships with vendors constitute strategic assets that strengthen the company's market position.

The Key Activities element includes event concept planning, vendor coordination, event rundown preparation, event supervision and execution, digital marketing, and post-event evaluation. These activities represent the company's core operational processes and directly determine service quality. Precision in carrying out each stage is crucial, as even minor mistakes during event execution can significantly affect customer satisfaction and business reputation. Within the Key Partnerships element, the company maintains strategic collaborations with decoration vendors, catering providers, documentation services, makeup artists, entertainment providers, wedding venues, and other wedding-related service suppliers. These partnerships not only improve operational efficiency but also strengthen the value propositions offered to customers. Reliable and professional vendors contribute significantly to service quality, making business success highly dependent on the effectiveness of the partnership network.

Meanwhile, in the Cost Structure element, the company's primary expenses consist of office operational costs, labor compensation, digital promotion expenses, vendor commissions, transportation costs, and technical expenditures during event execution. The dynamic nature of the wedding organizer business results in a flexible cost structure that varies according to event scale and customer requirements. Therefore, efficient cost control is an important strategy for maintaining profitability without compromising service quality (Kasmir, 2020). Overall, the findings indicate that the primary strengths of Win Production Wedding Organizer lie in its Value Propositions, Customer Relationships, and Key Partnerships. These three elements serve as the foundation for building the company's competitive advantage. Nevertheless, opportunities for further development remain in the areas of digital marketing optimization, innovation in services based on modern wedding trends, and revenue diversification to enhance long-term business sustainability.

These findings confirm that the Business Model Canvas functions not only as a business model mapping tool but also as a strategic instrument for formulating business decisions that are more adaptive to market changes (Rangkuti, 2018). By continuously optimizing all nine BMC elements, Win Production Wedding Organizer has significant opportunities to strengthen its competitiveness and sustain its presence within the creative service industry in Bandar Lampung City.

5. CONCLUSION

Based on the results of the analysis conducted on the business model of Win Production Wedding Organizer using the Business Model Canvas (BMC) approach, it can be concluded that the company has established a relatively well-structured business model that supports its sustainability

in the increasingly competitive wedding service industry. The nine elements of the Business Model Canvas are interconnected and mutually supportive in the processes of value creation, service delivery, and the achievement of the company's business objectives. From the Customer Segments perspective, Win Production focuses on serving engaged couples who seek practical, professional, and high-quality wedding management services. The primary target market consists of middle- to upper-middle-income customers who require integrated wedding planning and event execution services. In terms of Value Propositions, the company offers flexible, professional, and customized services tailored to customer needs, enabling the creation of memorable wedding experiences and high levels of customer satisfaction.

Regarding Channels, the company utilizes digital media as its primary means of reaching customers, particularly through Instagram and WhatsApp Business. The use of these digital platforms has proven effective in supporting promotional activities, communication, and information dissemination. Meanwhile, Customer Relationships are developed through personalized approaches, intensive communication, and customer-oriented services that emphasize satisfaction and trust. This strategy contributes to customer loyalty and encourages positive word-of-mouth promotion, which has a significant impact on business growth. From the Revenue Streams perspective, the company generates income from various wedding organizer service packages as well as additional services that can be customized according to customer requirements. Business operations are further supported by Key Resources, including competent human resources, an established business reputation, and an extensive network of reliable vendors. Furthermore, the company's Key Activities focus on event planning, vendor coordination, and event supervision to ensure that service quality is consistently maintained.

The Key Partnerships element represents one of the critical factors supporting the company's operational success, as collaboration with various vendors enhances the quality of services provided to customers. On the other hand, the Cost Structure demonstrates that the company has managed its operational expenses efficiently, enabling it to maintain profitability without compromising service quality. Overall, the findings indicate that the competitive advantage of Win Production Wedding Organizer lies primarily in its ability to deliver customer-oriented value, maintain strong customer relationships, and establish effective partnerships with supporting vendors. However, several areas still require further improvement, particularly in optimizing digital marketing strategies, developing innovative services that align with emerging wedding industry trends, and diversifying revenue sources to strengthen long-term business resilience.

From a practical perspective, Win Production is recommended to enhance its digital marketing performance through more consistent social media management, the utilization of digital advertising, and the development of a professional website to broaden market reach. In addition, the company should continuously innovate by introducing customized wedding packages, incorporating modern wedding concepts, and offering complementary event services beyond weddings, such as engagement ceremonies, family celebrations, and corporate events. Strengthening customer relationship management and expanding strategic partnerships with premium vendors are also recommended to improve customer retention and service quality. In conclusion, the application of the Business Model Canvas in this study has provided a comprehensive understanding of the business model of Win Production Wedding Organizer. Beyond serving as a tool for identifying business strengths and weaknesses, the Business Model Canvas can also function as a strategic framework for formulating innovative, adaptive, and sustainable business development strategies that support the company's long-term growth and competitiveness.

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