

# Designing Business Strategy with the Business Model Canvas Method at Startup D'Cetak

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## ABSTRACT



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This research aims to develop a business strategy for startup D'Cetak, a printing service aimed at students and student organizations around Telkom University. The research methodology approach applied is descriptive qualitative, which involves in-depth interviews, direct research, and observation to understand customer needs and expectations, while describing the context of printing in the campus environment. The findings of this research show that the majority of the interviewees are actively involved in student organizations.

From the interview results, it was revealed that students want an easy printing process at an affordable price, high print quality, and efficient service. In D'Cetak's Business Model Canvas structure, emphasis is placed on the value proposition, which includes the ease of the printing process, competitive prices, and optimal print quality. Through the application of the Business Model Canvas method, researchers designed a business strategy that focuses on good service at a more affordable price and an easier process. This strategy is expected to better meet market needs and increase the level of customer satisfaction with the printing services provided by D'Cetak.

Keywords: Business strategy, Startup D'Cetak, Business Model Canvas, Printing

## 1. Introduction

Printing services will always be needed by students to fulfill their needs in academic and non-academic activities. (Murdani & Laksmi, 2021). Based on observations, printing services around Telkom University have prices that are less affordable and often the quality does not match the price offered..

According to information from the Central Bureau of Statistics, there was a 6.58 percent increase in the growth of the paper, paper goods, printing, and recording media reproduction industry in the third quarter of 2022 when compared to the same period in the previous year. This increase in performance was driven by high demand in the market (Badan Pusat Statistik, 2022) .

Academic and non-academic activities at Telkom University that have been running offline after the Covid-19 pandemic require physical printing services and products. Such as students' needs for assignments and the need for banners and pamphlets for events that previously during

the pandemic were sufficient with a virtual meet background.

Based on observations and interviews with users of printing services around Telkom University, it shows that unaffordable prices and unsatisfactory quality are often an obstacle for students.

D'Cetak is present as a solution for students to meet their needs without the need to go to a printing service, because D'Cetak has a delivery service to make it easier for students to receive orders easily without spending energy to pick them up. Products and services offered include printing paper, brochures, pamphlets, ID cards, posters, banners, and t-shirts. D'Cetak can be an alternative solution that is more affordable than other printing services.

In realizing and developing D'Cetak startup, the Business Model Canvas (BMC) method is a relevant and effective approach. BMC allows startups to identify, plan, and optimize key elements in the business model to be

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developed. (Sukarno & Ahsan, 2021) such as value proposition, market segmentation, distribution channels, and key resources. This research aims to investigate what strategies should be implemented by D'Cetak to optimally develop its business through a design that will be realized on the nine elements of D'Cetak's business model canvas, as well as identify new opportunities and innovative solutions through BMC for competitiveness in running a printing business.

## 2. Literature Review

D'Cetak is a printing startup with a dropship business model, which is a business that sells products without having to store stock items in advance through social media and WhatsApp business with the market segment of the Telkom University academic community and the community around Telkom University. D'Cetak offers a variety of digital printing products and services needed by students such as banners, ID cards, pamphlets, brochures, posters, and many more. D'Print offers quality products at low prices, customers can choose to pick up their own orders or be delivered because D'Print has a delivery service to facilitate customers in ordering.

A startup is a new business entity that is in its early development stage, powered by digital services, and still requires significant funding to operate with a limited work team. The term "startup" comes from the English "start-up," which refers to any company that has not been in operation for long or is still in the development phase.. (Fathina, n.d.) The characteristics of a startup company involve several aspects, such as the following:

- The company has been established for less than 3 years.
- The number of employees owned by the company is less than 20 people.
- The company's annual revenue is still below \$100,000.
- The company is in the development stage.
- Usually operates in the technology and online space.
- The products produced by this company are digital applications.
- Generally, the company's business activities are conducted through a website.

Strategy comes from the Greek term that refers to the combination of key success factors in order to create synergy in achieving goals. Strategy is the optimization of the use of superior resources to achieve maximum goals. In the perspective of Umar Husen In the perspective of Umar Husen, strategy is a series of sustainable actions taken by entrepreneurs taking into account future customer expectations. Strategy is a plan related to activities that will be carried out to achieve specific goals, allowing entrepreneurs to determine steps that can affect business development.

(Prasojo, 2018) Some of the most crucial aspects of strategy are outlined below::

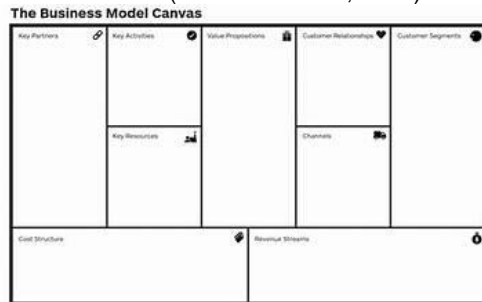
- Strategy as a high-level plan. Strategies also consider how to achieve a goal or purpose. In general, strategies focus at a higher level and provide an overarching view: while plans are more detailed, more quantitative, and more specific about timing and responsibilities.
- Strategy as a statement of purpose and intent. The goal or purpose should be the driver for the future. The function of strategy is to set, clarify, or shape goals.
- Strategy as a tool to overcome competition. One of the goals of strategy is to achieve success by beating competitors in a game or competition. For this reason, strategy is needed to stay ahead of competitors as a power group.
- Strategy as an element of leadership. Strategy is closely related to leadership and setting the settings that are the responsibility of leaders. As leaders change, strategies tend to change. Conversely, if strategy needs to change, it may require the appointment of new leaders.
- Strategy as positioning for the future. One of the goals of strategy is to position the company for the future in order to be prepared for uncertainty. One way to achieve this is to make the company more adaptive.
- Strategy as a building capability. Strategy is a pattern of behavior that emerges from an embedded culture. Every company has a distinctive culture. Culture is easy to observe but difficult to change, therefore, the strategy that a company can adopt is partly determined by culture.

According to Frank Romano, a Digital Print Expert from GATF, states that prints are done through digital files (Saharja, 2019). Another opinion about digital print is that it is a printing technology that does not involve the creation of traditional print forms, such as printing plates or printing cylinders. Digital printing is a printing method based on image files that can be directly applied to various media quickly and instantly. This innovation develops from conventional printing methods commonly used for billboards, banners, banners, stickers, and others. (Afifi et al., 2022).

According to Hassanien, business development involves a company's efforts to improve performance through enhancing product and service features, product or service development, new market penetration, and partnerships with other parties (Hanik, 2019). Margeta Nelke emphasizes that business development benefits managers and team members in an organization, with the aim of ensuring the delivery of business value and benefits. Key points in strategic business development include referring to the vision and mission, having a long-term view and goals, and planning as a whole. Thus, business development can be defined as a company's process to improve performance, ensure business value, and achieve strategic goals.

The Business Model Canvas (BMC) developed by Osterwalder and Pigneur is the most common method applied by companies

looking for small-scale, profitable, and sustainable business models. BMC is presented visually, making it easy for readers to understand. The BMC structure consists of nine main models divided into right-side (creative) and left-side (logical) components, resembling the division of the human brain (Zulkarnain et al., 2020).



Gambar 2.1 *Business Model Canvas*  
(Source: digitalleadership.com)

The Business Model Canvas breaks down the business model into nine elements (Komda et al., 2020) The following is an explanation of each of these elements:

- Customer Segment describes a group of individuals or organizations that are targeted to be reached or served by the company. Companies focus on certain segments to maximize marketing effectiveness and better meet customer needs. (Sukarno & Ahsan, 2021).
- Value Proposition is the attractiveness offered by the company to buyers, ensuring that it meets consumer satisfaction. The attractiveness offered is the unique value or benefit offered by the company to customers to differentiate their products or services from competitors. The value proposition must ensure customer satisfaction and better meet their needs.
- Channel is the method used by the company to reach consumers, referring to the method or path used by the company to deliver its products or services to consumers...
- Customer Relationship includes how the company builds and how the company builds, maintains, and improves relationships with customers. It involves direct interaction, customer service, and retention strategies to ensure customer satisfaction and loyalty.
- Revenue is a source of income for the company, which is obtained from the attraction that the company creates for consumers. obtained from the sale of products or services. Revenue can come from direct sales, subscriptions, or other business models that the company implements.
- Key Resource is a key asset that a company has to build and grow its business, a critical asset that a company has to support business operations and growth. This includes human resources, technology, brand, or infrastructure that supports the company's activities.
- Key Partnership is a partnership formed by the company, especially with suppliers or other partners, collaboration or strategic partnerships formed by the company, Partnerships

can help companies gain access to additional resources or expand market reach.

- Key Activities involve key activities related to production at the company. Critical actions that a company needs to produce and deliver products or services. This includes production, product development, or customer service activities that are the main focus of the company.
- Costs include all costs incurred by the company to support all of the above activities. Costs can include production costs, marketing costs, distribution costs, and other operational costs required to run the business.

### 3. Method

This research uses descriptive qualitative methods, qualitative methodology is an approach used to explain and describe research findings based on interviews, written documents, and the behavior of research subjects being observed. Sukarno & Ahsan (2021) with a descriptive approach and direct research to understand the perceptions of market segments at Telkom University. This descriptive qualitative approach not only uses data collection, but also emphasizes careful analysis to reveal the meaning and context of the phenomenon being studied (Fadli, 2021). Through in-depth interviews with market segments, the researcher gained in-depth insights into customer needs, product quality, and challenges faced in the printing industry. Direct research also conducted on the Telkom University market segment provides a direct understanding of customer needs and expectations regarding printing services. This qualitative approach aims to deeply analyze the strategies to be implemented in running the business and the context involving printing vendors and customers and provide valuable insights to improve printing services and better meet market needs. Respondents of this research are Telkom University students who have participated in organizations and are currently/are still participating in organizations at Telkom University who have used printing services.

Qualitative research involves utilizing a natural setting with the aim of interpreting the phenomena that occur, and is carried out by utilizing various existing methods. On the other hand, the research method used in this research is descriptive research method. Silaen and Widiyono (2013) explains that descriptive research aims to provide a description and description of the facts, characteristics, and relationships between the phenomena studied, including the relationship between activities, attitudes, views, ongoing processes, and the influence of a phenomenon.

This research was conducted for 3 months and for 1 month specifically used to conduct interviews for 30 days from November 1-November 30, 2023 and get 30 sources who are Telkom University students who have participated in organizations and are currently / are still participating in organizations at Telkom University who have used printing services around Telkom University.

Through a combination of in-depth interviews, direct research, and observation, it is hoped that it can provide a comprehensive understanding to analyze D'Cetak's business strategy and customer needs and expectations in the context of printing in the Telkom University environment.

**4. Result**

The target market of D'Cetak is students and student organizations and the academic community at Telkom University. Students often have various needs related to printing services during their college years, ranging from academic needs such as printing coursework; printing material books; and printing theses, as well as non-academic needs such as printing posters and merchandise for student organization activities. This need creates business opportunities for printing services located around campus. Especially printing services that can provide fast, quality, and affordable services. In 2023, the number of Telkom University students reached 36,000 students, and there were 51 Student Activity Units (UKM), and more than 20 other student organizations. (Telkom University, 2023).

The details of the respondents' questionnaire results are explained in the following table:

Table 4.1 Profile of Respondents

Item	Description	Quantity	Percentage
Gender	Male	12	40%
	Female	18	60%
Age	17 - 20 Years Old	26	86.7%
	21 - 25 Years Old	4	13.3%
Generation	2018	1	3%
	2019	0	0%
	2020	19	63.3%
	2021	2	7%
	2022	5	16.7%
	2023	3	10%
	Aktif	17	56.7%
	Organization Activity Status	Demissioner	13
	Active	17	56.7%

Source: Data Processed by Researchers in 2023

In table 4.1 above shows the results of the questionnaire on 30 respondents, gender data of respondents has been obtained, namely 40% or 12 people and 60% or 18 women, as well as ages 17-20 years as many as 86.7% or 26

people and ages 21-25 as many as 13.3% or 4 people. In the results of the research questionnaire data, the dominant respondents came from the class of 2020, namely 63.3% or 19 people and the class of 2018 as much as 3% or 1 person and the class of 2021 as much as 7% or 2 people and the class of 2022 as much as 16.7% or 5 people and the class of 2023 as much as 10% or 3 people and there were no respondents from the class of 2019. In the item on the status of organizational activeness, data on respondents who were active in the organization were 56.7% or 17 people and respondents who had joined the organization but had become demissioners were 43.3% or 13 people.

Interviews were conducted with several questions related to basic matters such as how much printing services are needed among the D'Cetak startup market segment which is individual Telkom University students and student organizations as well as understanding respondents' purchasing patterns regarding the level of interest in shopping using online services or offline dating directly to the store. There are two items that have answers with scale options 1-5 with the following information:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Moderately Agree
- 4 = Agree
- 5 = Strongly Agree

Table 4.2 Level of need and experience in choosing the use of printing services

Item	Description	Quantity	Percentage
Printing Services Needed by Individual Respondents	1	0	0%
	2	2	6.7%
	3	4	13.3%
	4	8	26.7%
	5	16	53.3%
Printing Services Needed by Organizational Events	1	0	0%
	2	1	3.3%
	3	1	3.3%
	4	9	30%
	5	19	63.3%
Interviewees' experience with online printing services	Ever	13	43.3%
	Never Been	17	56.7%
Respondents' Level of Preference for Printing Services	Online	17	56.7%
	Offline	13	43.3%

Source: Data Processed by Researchers in 2023

Table 4.2 shows in the item on the level of respondents' need for printing services that there are 53.3% or 16 respondents who really need printing services and 26.7% or 8 respondents who need printing services and there are 13.3% or 4 respondents who need printing services enough and 6.7% or 2 respondents who do not need printing services and there are no respondents who really do not need printing services.

Because the criteria for respondents are activists and demissionaries of the organization, the

respondents were asked for an assessment of how much printing services were needed when organizing organizational events, table 2.2 shows that only 1 respondent or 3.3% did not need printing and moderately needed printing services and 30% or 9 respondents needed printing services and the rest were dominated by 63.3% or 19 respondents who really needed printing services. These results indicate that more than half of the research respondents who really need printing services both for individual needs and for meeting the needs of organizing student organization events.

There are 56.7% or 17 respondents who have used online printing services and as many as 43.3% or 13 respondents who have never used online printing services. As well as the number of respondents who like online printing services is as large as the experience data of respondents who have used online printing services, namely 56.7% or 17 respondents and the number of respondents who prefer offline printing services or come directly to the printing place, namely 43.3% or 13 respondents, the same as the number of respondents who have never used online printing services.

Furthermore, interviews were conducted regarding respondents' assessments of printing competitors around campus with three items of question aspects, namely from the aspect of what platforms are most often used by respondents, what shortcomings are felt in competitors and what difficulties respondents face in accessing competitors' printing services. This aims to make D'Cetak know what the respondents' assessments of competitors and the shortcomings of competitors perceived by respondents so that in the future D'Cetak knows what shortcomings to avoid and what value can be offered to outperform competitors and meet customer needs and desires for printing services.

Table 4.3 Respondents' Assessment of Competitor Perceived

Item	Description	Quantity	Percentage
Use of Online Platforms	WhatsApp	17	56,5%
	Web Linktr.ee	5	16,6%
	Instagram	6	20%
	Email	1	3,3%
	E-Commerce	1	3,3%
Shortcomings	Expensive Price	6	24,3%
	Complicated Process	2	6,7%
	Long Workmanship	7	23%
	Poor Product Quality	7	23%
	Poor Service	7	23%
Difficulty in Accessing Services	Results Do Not Match Product Description	17	54%
	Difficult to envision physical product material	8	26%
	Miscommunication with Employees	5	5%

Source: Data Processed by Researchers in 2023

Table 4.3 shows the results of the use of the online platform most often used by respondents in competitor printing is WhatsApp, namely 56.5% or 17 respondents, and the use of Instagram as much as 20% or 6 respondents, and the use of the Linktr.ee website as much as 16.6% or 5 respondents, and the smallest is in the use of email and e commerce, namely 3.3% or 1 respondent.

The shortcomings most often felt by respondents in competitor printing are long workmanship, poor product quality and poor service by employees, each of which is 23% or 7 respondents, then the shortcomings felt are expensive prices, namely 24.3% or 6 respondents and those who experience difficult processes as many as 6.7% or 2 respondents.

There are difficulties that respondents feel when accessing competitor printing services, the most of which are results that do not match the product description as much as 54% or 17 respondents, and it is difficult to imagine the product material physically as much as 26% or 8 respondents and there is miscommunication with printing employees as much as 20% or 5 respondents.

Based on the results of data obtained from interviews and observations in the field, the business model canvas for D'Cetak can be designed as follows:

Tabel 4.4 D'Cetak Business Model Canvas

Customer Segments	Key Activities	Value Proposition
1. Telkom University Students Study Group 2. Telkom University Students Student Organization at Telkom University 3. Non-student Academic Community (Lecturers, Campus Staff) 4. General public around Telkom University	1. Maintain and care for the printing equipment used 2. Manage the stock of raw materials needed, such as paper, ink, and other accessories 3. Improve the quality of print services by keeping up with the latest technology 4. Establish relationships with vendors to expand business reach and resources 5. Conduct online and offline marketing and promotion	1. Ease of printing, such as online printing and direct printing at campus locations 2. Competitive and affordable prices for students 3. Good print quality with the use of modern printing technology 4. Fast and efficient service with a range that is easily accessible to students 5. Free delivery 6. After Sales Service (warranty)
Customer Relationship	Key Resource	Key Partnership
1. Provide After Sales Service with special dis-	1. D'Cetak drive team 2. Connection to printing vendors	1. Vendors who cooperate to work on the order 2. Suppliers of

counts for students who frequently use printing services. 2. Provide friendly and responsive service to students 3. Building long-term relationships with students through loyalty programs 4. Become a partner in student events	and raw material suppliers 3. Project organizer connection 4. Social media and D'Cetak website	raw materials, such as paper, ink, and other accessories 3. Project organizer Student organization 4. Student event activity committee
<b>Cost Structure</b>	<b>Channels</b>	<b>Revenue Stream</b>
Fixed Costs 1. Electricity costs 2. Employee salary costs 3. Internet cost 4. web & server costs  Variable Cost 1. Promotion and advertising costs 2. Maintenance costs 3. Raw material costs 4. Shipping cost	1. Digital platform, D'Cetak website and social media Instagram and WhatsApp for online print ordering 2. Document pick-up service to students' places on campus 3. Smart TV at Telkom University 4. Student activities / events	1. Revenue from the sale of printing services, 2. Revenue from the sale of accessories, such as stickers and banners. 3. Income from commissions received from partnerships 4. Projects carried out with student organizations and the Telkom University academic community.

Source: Data Processed by Researchers in 2023

Based on table 4.4 regarding the business model canvas at startup D'Cetak, the following is an explanation of each of the nine elements.

a. Customer Segment

The market segment that has been targeted by D'Cetak is primarily the Telkom University community. Survey results and analysis show that Telkom University students have a significant need for printing services, both for academic and non-academic purposes. This factor is supported by the existence of many student organizations on campus, which require printing services to support the various activities and events they organize. (Telkom University, 2023).

The large number of students at Telkom University creates a great opportunity for D'Cetak, especially since students often need printing supplies to organize organizational activities, print assignments, pamphlets, posters, and so on. In addition, student study groups, which are often unattached organizations, are also potential targets that require printing services.

Although D'Cetak's main focus is Telkom University students, the company also opens up opportunities to reach out to the general public around Telkom University. This provides the possibility to expand the customer base and maximize the utilization of its printing facilities.

By understanding the needs and preferences of potential customers in the Telkom University market segment and the surrounding general public, D'Cetak can design more effective marketing strategies. Meanwhile, offering a variety of products and services that suit the needs of various potential customers will be the key to success in reaching and serving this diverse market segment.

b. Key Activities

The series of activities carried out by the D'Cetak team to run and develop its business, starting from managing and maintaining all business resources owned as well as establishing external relationships for projects to find vendors with good quality and prices and conduct promotional activities to develop D'Cetak. In maintaining and managing human resources, the D'Cetak team needs to identify the key skills needed, provide appropriate training, and create a positive work environment. Technology management involves maintaining hardware and software to keep them efficient and up-to-date. The company's brand and image need to be maintained through a consistent and sustainable marketing strategy.

The development strategy is expected to start running optimally in 2024 by creating a D'Cetak website, collaborating with student organizations, opening services in other marketplaces and increasing promotion on social media.

The development plan in 2025 D'Cetak can already reach the Bandung area not only at Telkom University and there are already additional service categories supporting printing such as graphic design consultations and already have 3D printing equipment to other development plans until 2027.

c. Value Proposition

The convenience offered to the market segment with the location of the order located on campus can also be ordered and taken care of online with effective and efficient services, however, the price offered is very competitive considering the large number of printing around the campus but many students feel it is quite expensive. D'Cetak comes with friendly prices as well as good quality products and can be delivered to facilitate the consumer ordering process with responsive service. Good product quality will be strengthened by the after sales service that D'Cetak provides in the form of a warranty to prevent if there are printouts that have deficiencies, customers will get a new one with good quality.

d. Customer Relationship

This section aims to build trust and make consumers come back again and be satisfied

with the services that have been provided with online ordering. (Zulkarnain et al., 2020) The team provides a fast and responsive response, provides special discounts for consumers who have used D'Cetak's services, the advantage offered by D'Cetak over printing around campus and other online printing is that D'Cetak consumers get after sales services if there are complaints about their orders, the D'Cetak team will serve them with a guarantee of quality goods and fast delivery so that consumers do not have to bother with picking up goods and shipping costs.

#### e. Key Resource

The main source of D'Cetak's business drivers is D'Cetak's internal team of drivers who carry out business activities ranging from promotion to delivery to vendors with good equipment and quality making orders from D'Print's consumers get good results and work efficiency, connections to vendors and project organizers are also a source of D'Print's operations where by having good connections with vendors, D'Print will have good business relationships and ensure stable supply and competitive prices and relationships with project organizers are one of the biggest sources of income for D'Print.

#### f. Key Partnership

External resources, namely printing vendors who work with D'Cetak, play an important role because the D'Cetak team does not produce all orders from consumers themselves, however, D'Cetak also has some raw material stocks obtained from printing raw material suppliers who work with D'Cetak. The project organizers who collaborate with D'Cetak help increase transactions that will bring profits to D'Cetak and student organizations and student activity committees are also important business partners for D'Cetak because one of the biggest promotional channels is through them to introduce D'Cetak. also to get more order opportunities through cooperation.

#### g. Channels

The channels used by D'Cetak to disseminate information and interact with customers and facilitate the sales process are through D'Cetak's digital website and social media platforms, where on these platforms D'Cetak introduces its services, as well as the customer order pick-up service where the customer order delivery service is a medium for introducing value convenience to customers to order without having to pick up the order directly. Instagram social media is effective for marketing printing services, especially for the student market, because many Instagram users use it a lot, so there is a very big opportunity to successfully market through Instagram. (Nevyra et al., 2021)

The smart TV media owned by the campus is useful for reaching and creating awareness in the academic community on campus and in this channel section also student events become a very important channel because in activities organized by students D'Cetak can introduce its

services with pre-made orders for events so that participants who attend the event can find out D'Cetak's services and know how good the quality of the products used at the event ordered from D'Cetak.

#### h. Cost Structure

In this section, it is divided into two parts where there are fixed costs and non-fixed costs / variable costs, fixed costs that are routinely paid and the amount of costs tends to be the same / stable, as long as there is an increase in the amount periodically or significantly less. And variable costs are incurred according to conditions / according to needs. such as the cost of repairing tools that only come out if there is a broken tool, the amount of costs each issued is not the same as fixed costs.

Planning or estimation of money in and out of D'Cetak's money is estimated for the next three years, but because D'Cetak has conducted an operational trial for three months in September - November in 2023, the data from the trial period is also included to be one of the references for projected calculations in the future.

#### i. Revenue

The source of income obtained from D'Cetak's business operations comes from the profits obtained from the sale of printing services and products sold by D'Cetak such as X-Banners and sales of printing accessories such as stickers ordered by customers. There are also benefits obtained from partnerships with student organizations, where there are also sales benefits from partnership programs and projects undertaken with students and the Telkom University academic community with large orders.

## 5. Conclusions

The increase in demand for printing, one of which is due to the end of the Covid-9 pandemic, has made many activities carried out offline again and requires physical printing products and D'Cetak startup must develop a development strategy to take advantage of these opportunities. This research shows that printing services are needed by students and student organizations around Telkom University. By using a business model canvas to plan the printing business, startup D'Cetak makes systematic and detailed planning to take advantage of the large market potential for the printing business. Support from resource persons and various parties involved made valuable contributions in the development of this research, this research provides an in-depth understanding of market needs and business strategies that can help D'Cetak startup to better meet customer needs in the Telkom University environment.

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