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## Concept and Implementation of Business Model Canvas in Startup Companies: Relationship with Customers, Customers Segments and Market Trends

Nunung Ayu Sofiati<sup>1</sup>, Christimulia Purnama Trimurti<sup>2</sup>, Rintis Eko Widodo<sup>3</sup>, Fitria Ariyani<sup>4</sup>, Cecep Pahrudin<sup>5</sup>

<sup>1</sup>Universitas Indonesia Membangun, Bandung, Indonesia, [ayusofiati62@gmail.com](mailto:ayusofiati62@gmail.com)

<sup>2</sup>Universitas Dhyana Pura, Badung, Indonesia, [christimuliapurnama@undhirabali.ac.id](mailto:christimuliapurnama@undhirabali.ac.id)

<sup>3</sup>Sekolah Tinggi Manajemen Pariwisata dan Logistik Lentera Mondial, Jakarta, Indonesia, [rintis.ew@gmail.com](mailto:rintis.ew@gmail.com)

<sup>4</sup>Universitas Gajayana, Malang, Indonesia, [fitriaariyani@unigamalang.ac.id](mailto:fitriaariyani@unigamalang.ac.id)

<sup>5</sup>Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, [c.pahrudin@yahoo.co.id](mailto:c.pahrudin@yahoo.co.id)

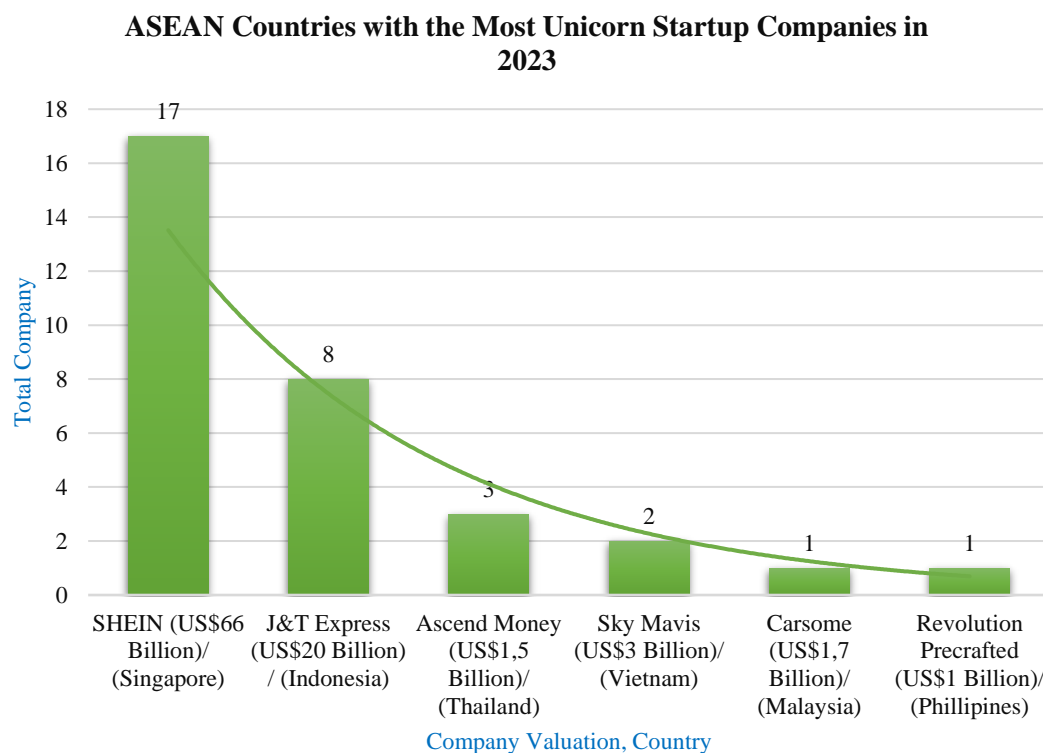
Corresponding Author: [ayusofiati62@gmail.com](mailto:ayusofiati62@gmail.com)<sup>1</sup>

**Abstract:** The purpose of this literature research is expected to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of marketing management. The research article literature review concept and application of canvas business model in startup companies: customer relationships, customer segments and market trends is a scientific literature article in the scope of marketing management science. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct a review of relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from academic online media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Customer Relationships affect the Canvas Business Model Concept in Startup Companies; 2) Customer Segments affect the Canvas Business Model Concept in Startup Companies; 3) Market Trends affect the Canvas Business Model Concept in Startup Companies; 4) Customer Relationships Influence the Implementation of the Canvas Business Model in Startup Companies; 5) Customer Segments Influence the Implementation of the Canvas Business Model in Startup Companies; and 6) Market Trends Influence the Implementation of the Canvas Business Model in Startup Companies.

**Keyword:** Concept, Implementation, Business Model Canvas, Customer Relationship, Customer Segment, Market Trends, Startup Companies

## INTRODUCTION

Startups are a key generator of innovation and economic progress in today's fast evolving digital age. However, due to high competition and quick market changes, startups have significant challenges in implementing the proper business strategy. As a result, many entrepreneurs have begun to use the canvas business model as a strategic tool for planning and refining their business plans. The canvas business model enables businesses to map critical parts of their operations, such as customer connections, customer segmentation, and market trends, in order to develop a compelling and long-lasting value offer.



**Figure 1. Data on Countries in Southeast Asia with the Most Unicorn Startup Companies in 2023**

Source: Databoks

In Figure 1, it is known that in the regional scope/Southeast Asia Region. Indonesia is in second place as the country with the Most Unicorn Startup Companies in 2023, with a total of 8 Companies below Singapore with a total of 17 Unicorn Startup Companies. This indicates that there are still opportunities in establishing and running a startup company in Indonesia, seen from the number of unicorn companies that continue to grow and have even become Decacorns and are heading towards Hectocorns.

Then with this opportunity, a concept is needed for startup companies in running their business. One business model that can be used is the Business Model Canvas. Where in analyzing a business using the canvas model, it is considered better because of the many weightings or indicators analyzed, so that it is considered better for business.

Customer interactions are a crucial part of the canvas business model. In the context of startups, developing and sustaining good client relationships is critical. Good customer relationships not only foster loyalty, but also provide vital input for product or service improvement. Customers who actively participate in the product development process might assist startups in developing solutions that are more relevant and responsive to market demands. Furthermore, customer retention initiatives, such as loyalty programs and quality

client service, can develop long-term relationships and raise customer retention rates, resulting in a boost to the company's income.

Customer segments are also significant factors in applying the canvas business model in startups. Customer segments involve dividing the market based on demographics, location, psychographics, and behaviour. Understanding distinct client categories enables companies to target the proper market with targeted messages. For example, a firm catering to a high-tech customer base will prioritize product improvements that provide cutting-edge digital functionality. Deep study of consumer segments enables entrepreneurs to create more effective value propositions for each segment. It also aids businesses in optimizing their resources and increasing operational efficiency.

Market trends are external forces that constantly change and influence business dynamics. Customer preferences, technical breakthroughs, economic upheavals, and market competition are some of the factors influencing how entrepreneurs build and operate their business models. Startups who can swiftly identify and respond to market trends will gain a major competitive advantage. For example, the growing trend of digitization is encouraging many companies to incorporate technology into their operations. This not only increases efficiency, but also creates new prospects for market expansion. The business model canvas enables companies to map industry trends and dynamically adapt their strategy in order to remain relevant and competitive in an ever-changing market.

Overall, the concept and implementation of the canvas business model in startup organizations is a strategic step toward addressing issues in a changing business environment. Startups can create a more adaptable and durable business model by focusing on essential factors including customer connections, client groups, and market developments. The canvas business model enables businesses to identify existing possibilities and hazards, as well as build a more comprehensive strategy for long-term success. As a result, a thorough grasp of customer interactions, customer groups, and industry trends is critical for guiding a startup's business strategy toward maximum growth.

Based on the background of the problem above, the formulation of the problem is obtained to be used as a hypothesis for further research, including: 1) Does Customer Relationships Influence the Concept of Business Model Canvas in Startup Companies?; 2) Does Customer Segment Influence the Concept of Business Model Canvas in Startup Companies?; 3) Does Market Trend Influence the Concept of Business Model Canvas in Startup Companies?; 4) Does Customer Relationships Influence the Implementation of Business Model Canvas in Startup Companies?; 5) Does Customer Segment Influence the Implementation of Business Model Canvas in Startup Companies?; and 6) Does Market Trend Influence the Implementation of Business Model Canvas in Startup Companies?.

## **METHOD**

This literature review was conducted using descriptive qualitative techniques. The data collection technique is by conducting a literature review or reviewing relevant previous studies. The data used in this descriptive qualitative approach comes from previous studies relevant to this study and is obtained from academic online media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Publish or Perish, Google Scholar, and digital reference books. Previous studies use one relevant previous publication to review each independent variable. A systematic literature review (SLR) is a careful and deliberate process in which all relevant research materials are found, reviewed, and addressed to provide answers to specific research questions. When conducting qualitative analysis, it is essential to use the literature review consistently and in accordance with methodological assumptions. Due to its investigative nature, qualitative analysis is mostly used for this purpose, (Ali, H., & Limakrisna, 2013), (Susanto et al., 2024).

## RESULTS AND DISCUSSION

### Results

The following are research findings taking into account the context and problem formulation:

#### Business Model Canvas Concept

The Business Model Canvas concept is a strategic tool for describing, designing, and developing a business model in a clear and visual manner. The Business Model Canvas is comprised of nine major building blocks: client groups, value propositions, distribution channels, customer connections, revenue streams, key resources, key activities, key partnerships, and cost structure. This tool assists businesses in understanding how their many components interact and generate value. The business model canvas is useful for startups because it helps them recognize opportunities and difficulties when creating a viable business plan (Warnaningtyas, 2020).

Dimensions or indicators that include the Business Model Canvas Concept variables include: 1) Revenue Streams: The company's revenue from each client category, such as direct sales, subscription models, or commissions; 2) core Resources: The company's core assets that support operations and value development, including physical, human, intellectual, and financial resources; 3) Key Activities: The essential activities that the organization must carry out to support its value proposition, channels, and customer interactions; and 4) Key Partnerships: Alliances or partnerships with third parties to improve business efficiency or decrease risk (Hutamy et al., 2021).

The Business Model Canvas concept is relevant to previous research that has been studied by: (Saebah & Asikin, 2022), (Susanto, Ali, et al., 2023), (Sukarno & Ahsan, 2021), (Wardana & Sitania, 2023).

#### Implementation of Business Model Canvas

The use of the Business Model Canvas to startups entails a thorough examination of these nine factors to guarantee that all aspects of the business have been considered. To succeed in the market, startups must target the right client categories and provide a compelling value proposition. This program enables entrepreneurs to respond fast to market developments and customer needs because the canvas model is easily updated to reflect new tactics. This application's success depends on a thorough understanding of the market, the ability to innovate, and good execution (Herawati et al., 2019).

Dimensions or indicators that include the Business Model Canvas Implementation variables include: 1) Market Analysis: A thorough understanding of target markets, trends, and client requirements; 2) Value Proposition Validation: Testing offerings to confirm their relevance and appeal to customers; 3) Adaptability: The ability to adapt and adjust the business model in response to market and consumer changes; and 4) Operational Execution: The implementation of the strategies described in the canvas, such as key activity execution and resource management (Hutamy et al., 2021).

The application of the Business Model Canvas is relevant to previous research that has been studied by: (Hendarsih, 2021), (Ratnasari & Sunarto, 2021), (Nurrachmi, 2020), (Panggabean et al., 2024).

#### Customer Relations

Customer Relationship in the business model canvas refers to how businesses interact with and keep their consumers. consumer service, loyalty programs, and customisation of consumer experiences are among the tactics covered. These ties are critical for increasing client loyalty and promoting long-term growth. Maintaining positive client relationships might mean the difference between success and failure for a startup (Subaebasni et al., 2019).

Dimensions or indicators that include the Customer Relationship variable include: 1) Customer Engagement: The extent of customer engagement through interaction, input, and participation in the product or service creation process; 2) client Support: Efficiency and quality of client assistance, including dealing with difficulties and complaints; 3) Customer Loyalty: The frequency with

which customers return to a brand or product; and 4) Retention Programs: Strategies for keeping customers, such as loyalty programs, discounts, or other incentives (Fadhilah & Lesmana, 2021).

Customer Relations is relevant to previous research that has been studied by: (Dewi Sumantri et al., 2020), (Fikri, 2022), (Jamal Ali et al., 2018), (Suryawan et al., 2024).

### Customer Segments

Customer segmentation is a component of the business model canvas that identifies the types of clients a firm wishes to serve. Segmentation is crucial because it helps businesses to adjust their value proposition to meet the unique needs of each group. Startups must have a thorough understanding of their clients, what they require, and how to best reach them (Wibowo & Hakiki, 2022).

Dimensions or indicators that include Customer Segment variables include: 1) Demographics: Customer attributes based on age, gender, education level, and income; 2) Geography: Customer groups' physical or regional location; 3) Psychographics: Attitudes, values, and lifestyles that influence customer purchasing decisions; and 4) Behavior: Customer purchasing behaviors and habits, such as frequency and product preferences (Hendrawan, 2021).

Customer Segments are relevant to previous research that has been studied by: (Komalasari et al., 2022), (Fitria Rismawati et al., 2019), (Lova, 2022).

### Market Trends

Market Trends are changes and developments in the market that might influence corporate strategy. These trends include shifting consumer tastes, technology advancements, and economic shifts. To be relevant and competitive, startups must stay current with market trends. Understanding market trends allows companies to tailor their business models to capitalize on new possibilities and manage developing difficulties (Mehmood et al., 2023).

Dimensions or indicators that include the Market Trend variable include: 1) Customer Preference Changes: Shifts in customer demands and wants that affect demand for products or services; 2) Technological Innovation: Advances in technology that can offer up new opportunities or disrupt existing business models; 3) Economic Shifts: Economic conditions that influence customer purchasing power and behavior; and 4) Market Competition: Changes in the competitive environment, such as the development of new companies or competing strategies (Nadini et al., 2021).

Market trends are relevant to previous research that has been studied by: (Wiwoho, 2019), (Nadini et al., 2021), (Mehmood et al., 2023).

### Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

**Table 1. Relevant Previous Research Results**

No	Author (Year)	Research Results	Similarities with this article	Differences with this article
1.	(Saebah & Asikin, 2022)	-Digital Business Development Variables in Gen Z Influence the Business Model Canvas Concept  -Customer Relationship Variables in Gen Z Influence the Business Model Canvas Concept	-This article has similarities in examining the Customer Relationship variable as the independent variable, and examining the Business Model Canvas Concept variable as the dependent variable.	-The difference with previous research is that there is a variable of Digital Business Development in Gen Z as another Independent variable.
2.	(Hutamy et al., 2021)	-Customer Segment Variables Influence the Business Model Canvas	-This article has similarities in examining the Customer Segment	-The difference with previous research is in the Business Development



	Concept in Generation Z Micro Entrepreneurs	variable as the independent variable, and examining the Business Model Canvas Concept variable as the dependent variable.	variable which is another dependent variable.
	-Development Variables Influence the Business Model Canvas Concept in Generation Z Micro Entrepreneurs		
3.	(Bakti et al., 2024)	-Business Training Variables Influence the Concept of Canvas Business Model for the Young Generation of Innovative Babel	-This article has similarities in examining the Market Trend variable as its independent variable, and examining the Business Model Canvas Concept variable as its dependent variable.
		-Market Trend Variables Influence the Concept of Canvas Business Model for the Young Generation of Innovative Babel	-The difference with previous research is in the Business Training variable which is another independent variable.

## Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and previous related research:

### 1. The Influence of Customer Relationships on the Business Model Canvas Concept in Startup Companies

Customer interactions are critical to the success of the business model canvas idea, particularly in driving revenue streams, core resources, essential activities, and key collaborations. Customer engagement is a critical aspect in the success of revenue streams. Companies can better understand their consumers' wants and preferences by engaging them actively, allowing for more relevant product or service modification. This can boost customer happiness and income streams by developing items that better meet market need. Customer interaction can also provide useful insights that assist businesses uncover new business prospects, resulting in extra revenue streams.

Good client service is also essential for maintaining great customer connections. Companies may boost customer loyalty and trust by providing prompt and effective help. Customer loyalty is an important asset that affects the stability of revenue streams. Loyal customers are more inclined to make repeat purchases and may even be willing to pay a higher price for products or services they trust. Furthermore, customer loyalty can minimize marketing expenses since delighted consumers frequently become brand ambassadors who recommend products to others, allowing for the acquisition of new customers at a lesser cost. This enables businesses to redirect primary resources to areas that require additional development, such as product innovation or market expansion.

Customer retention strategies play an important role in a company's stability and success. Loyalty discounts, special offers, and recurring bonuses can all help to boost consumers' long-term value by keeping them engaged with the brand and contributing to a constant revenue stream. Companies that keep existing customers can save significant resources on new customer acquisition, allowing them to focus more on core operations that generate innovation and product improvement. Strong and reliable client relationships make core tasks like product development, service improvement, and supply chain management more efficient.

Furthermore, client interactions frequently affect the critical alliances that businesses develop. Strategic cooperation between organizations can help them give more value to their customers. Partnerships with technology suppliers, for example, can improve operational efficiency and thus the customer experience. These agreements can also help improve client

service, ensuring that any problems encountered by clients are dealt swiftly and efficiently. By building customer relationships, businesses can ensure that the partnerships they form support long-term goals and bring considerable value to both the firm and its customers.

Overall, good customer relationships help to optimize income streams, make better use of core resources, carry out critical operations more efficiently, and form key strategic collaborations. These partnerships generate a positive feedback loop that enhances the overall business model, helping the company to thrive and develop in the face of shifting market challenges and opportunities. Thus, recognizing and leveraging the impact of customer interactions is critical to adopting and developing a successful and long-term business model canvas concept.

## **2. The Influence of Customer Segments on the Concept of Business Model Canvas in Startup Companies**

Customer segments are critical to the business model canvas idea because a thorough grasp of these segments influences several basic components, including revenue streams, core resources, key activities, and important partnerships. Age, gender, and income are all major demographic elements that influence revenue streams. For example, a product or service geared at a young, middle-income group will have a different pricing and marketing strategy than one focused at older, high-income users. Demographics enable businesses to better target their offers, resulting in increased income streams by adapting products and services to specific market demands.

Geography, as an additional dimension of consumer segmentation, influences critical actions and collaborations. The geographic location of clients influences the distribution, logistics, and even partnering strategies that a company must develop. For example, a company serving customers in a large urban area may need different logistics partnerships than a company servicing a rural location. Furthermore, geographic needs and preferences can influence key operations, such as tailoring items to local temperature conditions or cultural preferences in a certain region. Understanding geographic segmentation allows businesses to customize their primary activities to achieve operational efficiency and customer happiness.

Psychographics, which include customers' lifestyles, values, and interests, has an impact on the development of core resources and essential activities. Understanding customers' psychographics enables companies to create products or services that correspond with their values and lifestyles. For example, if customers value environmental sustainability, businesses may devote their fundamental resources to developing eco-friendly products and developing important activities that support sustainability programs. Thus, psychographics aid in aligning a company's strategy with its consumers' deep inclinations, thereby enhancing engagement and loyalty.

Customer behaviors, such as purchase habits and loyalty, have a huge impact on income streams and strategic alliances. Analyzing these behaviors enables businesses to develop more effective retention measures, such as loyalty programs or special offers that boost customers' lifetime value. Furthermore, knowing purchase behaviors can aid in the formation of more strategic key alliances, such as collaboration with technology partners to develop solutions that improve the overall customer experience. Well-understood customer behaviors help businesses to deploy resources more efficiently and form partnerships that strengthen their value proposition.

Overall, client groups like as demographics, geography, psychographics, and behaviors influence all aspects of the business model canvas concept. Understanding and exploiting this information allows businesses to optimize income streams, build the proper core resources, efficiently execute essential operations, and form crucial relationships that support their long-term plan.

### **3. The Influence of Market Trends on the Concept of Business Model Canvas in Startup Companies**

Market trends have a significant impact on the business model canvas concept, especially in terms of revenue streams, core resources, key activities, and key partnerships. Changes in customer preferences, for example, can drastically change revenue streams. When customers switch to products or services that better suit new needs or trends, companies must adapt their offerings to stay relevant. If companies do not respond quickly to these changing preferences, revenue streams can decline, requiring them to change their strategy or diversify their products.

Technological innovation is also a key factor that affects core resources and key activities in the business model canvas. When new technologies emerge, companies need to invest in relevant resources, such as hardware, software, or technical expertise, to stay competitive. In addition, these innovations may require changes in the company's core activities, such as new product development, process automation, or improved customer service. By following technological trends, companies can increase efficiency, expand capacity, and create added value for customers, which in turn strengthens their position in the market.

Economic shifts, such as currency fluctuations, inflation, or changes in government policies, can also affect a company's business model. In an unstable economic environment, companies must adjust their revenue stream strategies and manage core resources more carefully. For example, if production costs increase due to inflation, companies may need to reevaluate their pricing structure or seek alternative suppliers to maintain profit margins. Additionally, key partnerships may need to be revised to reduce risk or take advantage of new opportunities arising from the economic changes.

Market competition, on the other hand, can force companies to change or adjust their core activities and key partnerships. As competition intensifies, companies must improve operational effectiveness and strengthen strategic partnerships to maintain a competitive advantage. This may involve collaborating with new partners, developing more innovative products, or improving the quality of service. Strong competition also forces companies to continuously monitor and adapt to market trends to ensure that they are not left behind and remain relevant to customers.

Overall, market trends including changing customer preferences, technological innovations, economic shifts, and market competition greatly influence various elements of the business model canvas. By responding appropriately to these trends, companies can adjust their strategies to optimize revenue streams, better utilize core resources, perform core activities efficiently, and build strong partnerships. Adapting to market trends not only maintains business sustainability, but also creates new opportunities for growth amidst ever-changing market dynamics.

### **4. The Influence of Customer Relationships on the Implementation of the Canvas Business Model in Startup Companies**

Customer interactions have a tremendous impact on canvas business model implementation, particularly market analysis, value proposition validation, adaptation, and operational execution. Customer interaction, for example, enables businesses to obtain a deeper understanding of market demands and preferences. Companies that actively listen to customer feedback can undertake more accurate and thorough market analyses, which serve as the foundation for building effective company strategies. This engagement also aids in the identification of new opportunities and potential dangers, allowing organizations to be more proactive in responding to market shifts.

Client support is also vital for validating value propositions. When organizations receive support from clients, whether in the form of positive comments or recommendations,



it is clear that the value proposition supplied meets market needs. This validation not only enhances the company's conviction in its products or services, but also makes them more appealing to potential new customers. Furthermore, great client support can help businesses build more targeted products or services by allowing them to better understand what their clients truly value.

Customer loyalty, the product of positive and enduring connections, has a significant impact on a company's ability to adapt. Loyal clients are more open to changes or innovations introduced by the company because they already have a high level of trust. This enables the organization to be more adaptable in terms of experimenting with new techniques or responding to shifting market trends. Loyalty also helps businesses stay stable since satisfied and loyal customers are more likely to continue purchasing items or using the company's services even when market conditions change.

Retention initiatives, which are intended to keep consumers for the long term, play a key part in more efficient operational execution. With an efficient retention program, businesses may lower the expense of gaining new customers while focusing on enhancing the value of existing customers. This enables businesses to better deploy their resources, including product development, marketing, and customer service. Furthermore, an effective retention program can extend the customer life cycle, so promoting corporate growth and sustainability.

Overall, building a successful business model canvas requires strong customer relationships built on active involvement, consistent support, high loyalty, and effective retention initiatives. This link effects not only market analysis and value proposition validation, but also the company's ability to adapt and execute operations more effectively. Thus, preserving and growing customer relationships is one of the most important components supporting long-term success in the canvas business model.

## **5. The Influence of Customer Segments on the Implementation of the Canvas Business Model in Startup Companies**

Customer segments have a significant impact on the implementation of the canvas business model, particularly in terms of market analysis, value proposition validation, adaptability, and operational execution. Demographics, such as age, gender, income, and education, assist businesses in understanding their unique customers. Knowing the target demographics enables organizations to undertake more specific market analysis, allowing them to develop strategies that are tailored to the needs and preferences of that segment. For example, a product or service focused at a younger age section may necessitate a different marketing strategy than an older age segment.

Geography plays a vital role in the canvas business model's execution. Understanding the geographic location of customers enables businesses to tailor their distribution and marketing methods to local conditions. For example, customers in metropolitan areas may have different preferences than customers in rural locations. Thus, regional analysis assists businesses in determining optimal product distribution and more successful marketing methods, as well as ensuring that the value proposition supplied is consistent across geographies.

Psychographics, which comprise client lifestyles, beliefs, and interests, are critical for validating value propositions. A thorough understanding of client psychographics enables businesses to develop more personalized and relevant value propositions. Aligning a product or service with client values and lifestyle strengthens the value proposition and increases market success. Customers who are concerned about sustainability, for example, are more likely to purchase environmentally friendly products.

Customer behavior, such as purchasing habits, loyalty, and promotional responses, has a significant impact on a company's ability to adapt. Companies can research this behavior to uncover trends and patterns that will allow them to respond more quickly to changing client

needs. For example, if behavioral analysis reveals that customers are increasingly turning to online buying, businesses might respond by expanding their digital presence. This adaptability is critical to a company's continued relevance and competitiveness in a changing market.

Overall, client segments have an impact on different areas of business model canvas execution via demographic, geographic, psychographic, and behavioral characteristics. These dimensions not only assist businesses in doing more accurate market analysis and stronger value proposition validation, but they also improve their ability to adjust to market changes and execute operations more efficiently. Understanding and modifying company strategies based on the characteristics of customer segments is critical for success in a competitive and dynamic business model.

## **6. The Influence of Market Trends on the Implementation of the Business Model Canvas in Startup Companies**

Market trends significantly influence the canvas business model's implementation, particularly in terms of market study, value proposition validation, adaptability, and operational execution. Customer preferences change frequently, requiring businesses to constantly adjust their tactics. When customer preferences change, such as from physical products to digital services, businesses must alter their business models to remain relevant. Companies may notice these changes and make improvements to their value propositions to ensure that they remain in line with customers' ever-changing wants and preferences.

Technological innovation is also crucial in determining how the canvas business model is implemented. New technologies frequently present both opportunities and challenges for businesses. For example, the use of cloud technology or artificial intelligence can alter the way businesses operate. Companies that integrate these innovative technology can increase operational efficiency and establish a stronger value offer. Furthermore, new technology can improve a company's ability to respond to quick market changes, allowing it to remain competitive in an ever-changing business environment.

Economic fluctuations have an impact on how the canvas business model is implemented. Fluctuating economic conditions, such as a recession or inflation, might influence client purchasing decisions. In this circumstance, good market analysis is critical for understanding the economic influence on customer behavior. Companies must be able to adapt their value proposition and operational methods to remain relevant and appealing to customers, especially during bad economic times. Adaptability to economic changes is critical to ensuring long-term corporate sustainability.

Market competition also has an impact on the canvas business model's deployment. Companies in a highly competitive industry must constantly monitor the actions of their competitors. Continuous market analysis enables businesses to discover competitive threats and opportunities. To remain competitive, businesses can change their business strategy, increase value offers, and optimize operational execution. The capacity to respond swiftly to competitive dynamics enables businesses to maintain their position and perhaps gain a larger market share.

Overall, market dynamics such as shifting client preferences, technical innovations, economic upheavals, and market competition have a significant impact on the canvas business model implementation. These dimensions need firms to not only perform in-depth market study and proper validation of value propositions, but also to test their capacity to respond to changes and execute operations efficiently. Companies that understand and respond proactively to market developments can ensure that their business models remain relevant, competitive, and sustainable in the long run.

## Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research:

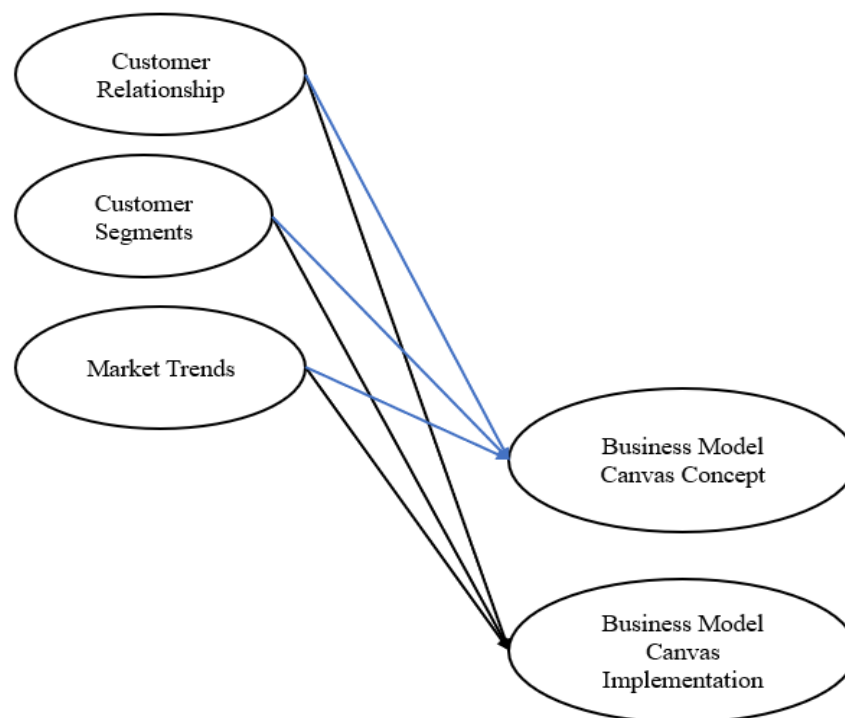


Figure 2. Conceptual Framework

Based on Figure 2 above, Customer Relationship, Customer Segment and Market Trends influence the Concept and Implementation of the Canvas Business Model in Startup Companies. However, in addition to the variables of Customer Relationship, Customer Segment and Market Trends that influence the Concept and Implementation of the Canvas Business Model in Startup Companies, there are other variables that influence, including:

- 1) Resource: (Sawitri et al., 2023), (Susanto & Sawitri, 2022), (Desfiandi et al., 2017).
- 2) Partnership: (Susanto, Sawitri, et al., 2023), (Supriatna et al., 2022), (Zahara et al., 2019).
- 3) Cost Structure: (Samudra & Ardini, 2020), (Yulianto, 2017), (Rachmad, 2018).

## CONCLUSION

Based on the formulation of the problem, the results and discussion above, the conclusion of this study is that:

1. Customer Relationships Influence the Concept of Business Model Canvas in Startup Companies;
2. Customer Segments Influence the Concept of Business Model Canvas in Startup Companies;
3. Market Trends Influence the Concept of Business Model Canvas in Startup Companies;
4. Customer Relationships Influence the Implementation of Business Model Canvas in Startup Companies;
5. Customer Segments Influence the Implementation of Business Model Canvas in Startup Companies;
6. Market Trends Influence the Implementation of Business Model Canvas in Startup Companies.

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