

Canvas Business Model Analysis on the Development of Davina Gallery's Wedding Dress Rental Business

Putri Amelia Pasaribu

*Sheikh Ali Hasan Ahmad Addary State Islamic University Padangsidempuan
putriamelia67517@gmail.com*

Mella Devina Pulungan

*Sheikh Ali Hasan Ahmad Addary State Islamic University Padangsidempuan
mella.devina.pulungan@gmail.com*

Utari Evy Cahyani

*Sheikh Ali Hasan Ahmad Addary State Islamic University Padangsidempuan
utari@uinsyahada.ac.id*

Abstract:

This study analyzes the business model canvas of Davina Gallery, a bridal gown rental in Padangsidempuan. This research uses a business canvas model. Findings show that partnerships and social media marketing enhance service quality and customer loyalty. High-quality products and flexible services, such as out-of-town delivery, attract customers. This model significantly supports Davina Gallery's business sustainability.

Keywords: *Business Model Canvas, Business Sustainability, Strategy*

A. INTRODUCTION

The development of business today shows a fairly rapid increase. The increasing level of real income of the community and lifestyle changes due to cultural and behavioral influences have resulted in an increasing need for goods and services. The high demand for goods or services makes business people to be more competitive in attracting consumers by one way is to build a good service system. Increased business competition

causing business people to have a tendency to have a conflict of interest, legalizing all means in order to obtain high profits.

Islam is present not only to regulate people in worship, but also in muamalah (doing business). Islam strongly upholds ethics/morals in running its business, so that it is not only for profit but also for blessings. Muslim business people in the field and services should have a strong business ethics framework. There is no exception to the wedding dress rental business (Muzaiyin, 2021).

Marriage is something sacred and so special for every bride-to-be. There are many things that must be prepared to make your dream wedding come true. Starting from the concept to the bride's clothes and makeup. Marriage is a form of relationship between humans. So that every couple will definitely make the best preparations to face marriage (Ariandi & Ernanto, 2022).

Based on an annual study from *the knot*, the average cost of a wedding reached USD 30,000 or IDR 459 million from 2021 with a range of inflation increases of up to IDR 30 million ("Gen Z Complains About Increasingly Expensive Marriage Costs," n.d.). Therefore, the choice of renting a wedding dress that can minimize the *budget* but has the dream wedding of every couple is worthy of being a promising business for the future.

Osterwalder and Yves Pigneur in their book entitled "Business Model Generation" reveal that BMC is a business model that explains the basics of how a company is able to create and deliver and capture value from/to its customers. This business model is described by Nine key elements that contain the most important elements that describe how a company makes profits while creating benefits for its customers (Osterwalder & Pigneur, 2013).

Previous research by (Rohmawati & Wijaya, 2024) explained that the formulation of business strategies by integrating nine elements of *the Business Model Canvas* and SWOT analysis on Sugar Dezan Berkah MSMEs. Solutions such as maintaining product quality, improving packaging, expanding distribution to various partners (stalls, MSMEs, cafes) and utilizing Gojek's digital platform and services (Gosend, COD) are important in the development of the business. Good relationships with partners and customers are the key to the success of Gula Dezan Berkah's business.

Canvas Business Model Analysis has also been applied to café businesses. The Coffee Session business model using *the Business Model Canvas* resulted in some important improvements. In the *element of customer segments*, Session Coffee is recommended to focus on the Millennial Generation and Gen Z as priority segments. Customer relationships can be improved through additional discounts, membership programs, and giveaways. In terms of *value propositions*, it is recommended to add a typical coffee menu as a unique value. In terms of *channels*, expanding promotions on social media such as TikTok, YouTube, and Facebook, as well as collaborations with content creators and coffee influencers are considered to increase reach. In *revenue streams*, Sesi Coffee is recommended

to provide specialty coffee and explore opportunities as a coffee catering vendor for various events.

A Canvas Business Model is a business model that describes the basis of thinking about how a Company creates, delivers and captures value. The parts in the Business Model Canvas include Customer Segment, Value Proposition, Channels, Customer Relationship, Revenue Streams, Key Resources, Key Activities, Key Partnership, and Cost Structure. In its use, BMC focuses on designing business strategies by outlining 9 (Nine) elements that will be an overview of a business field. BMC acts as an overview to create a spreadsheet that can explain what important elements have been achieved and an overview of what elements have not been achieved by the business being run in order to achieve the best business targets (Osterwalder & Pigneur, 2013).

The first thing that is done to develop businesses or usaha actors to be able to compete and develop is to create strategies and innovations that are different from other places. One of them is applying the canvas business model/ Business model canvas. Davina Gallery is one of the wedding dress rental services in the city of Padangsidempuan that provides in addition to wedding dress services, such as renting dance clothes, family uniforms for weddings, renting batik clothes that can be used for graduation and others.

As one of the providers of wedding dress and other ceremonial dress rental services, Davina Gallery strives to build added value for customers through the implementation of Business Model Canvas. With an analysis of the nine elements of the BMC, Davina Gallery can continue to identify opportunities for improvement in services, expand its reach through digital marketing strategies, and meet the needs of the people of Padangsidempuan for various types of ceremonial clothing. This step is expected to increase competitiveness and make Davina Gallery the top choice for customers.

B. LITERATURE REVIEW

A business model is the affirmation of the composition and configuration of resources and activities within and across the boundaries of the company in which the company creates and captures value (Zott et al., 2011). A business model is also defined as the way in which a company creates and delivers value to customers which then converts it into received profits (Teece, 2010). The concept of a business model generally refers to a business architecture that defines how a company delivers value to customers, persuades them to pay and changes those payments. to make a profit (Teece, 2018). Business models are also defined as conceptual models, building assumptions regarding customer behavior, analyzing cost structures and competitive movements (Teece & Linden, 2017).

The *Business Model Canvas* (BMC) provides a popular normative description of the nine elements of a business model that do not overlap (Osterwalder & Pigneur,

2010). There are nine elements in a canvas business model which are Customer segments, Value proposition, Channels, Customer relationships, Revenue streams, Key resources, Key activities, Key partnerships, and Cost structure.

Customer segments (CS) are made up of groups of paying customers with the same needs and attributes. There are several different types of approaches to customer segmentation: *niche*, segmented continuously, diversified and multi-faceted. A product or service can have multiple target segments, but usually those segments are prioritized.

A value proposition (VP) is not only a description of a product or service, but also an articulation of the benefits of a service, as it meets the needs of various customer segments. Common propositions include quality, performance, design, or impact. Both the VP and the cost structure capture details about the technology used in the product or service. Channel (CH) refers to the method by which a business interacts with customers to deliver a product or service. This may be a company-owned or partner-owned communication, sales or distribution channel. Through these channels, companies build customer relationships (*Customer Relationships*), which are determined by the context in which the company wants to build based on certain business transactions, ranging from personal contact through co-creation with the customer community to *self-service*.

Revenue Stream (R\$) is recurring revenue from customers to companies based on asset sales, usage fees, subscriptions, rentals, licenses, commissions, or advertising. These elements include pricing mechanisms, which can range from fixed prices, sometimes tailored to product features or customer segments, to dynamic pricing that fluctuates as negotiations, market conditions, or auctions are conducted to maximize profitability or outcomes. Key *Resources* (KR) in a company refers to the physical, intellectual, human, and financial capital that supports the company's key activities (KA) to produce goods or services, solve problems, or build a platform that underlies the company's value proposition. The KR includes leadership and organizational structure.

Advancements in communication technology are leading companies to increasingly build key *partnerships* (KPs), including alliances, joint ventures and integrated buyer-vendor relationships, to optimize production, achieve economies of scale and scope, reduce risk and expand their capabilities beyond their internal capabilities. This canvas element also captures the external forces within the corporate environment that determine the dynamism of the business market, including the actual and potential impacts of suppliers, customers, new entrants, and competition between industries. Finally, these resources, activities, and partnerships determine the *Cost Structure* (C\$) for the company.

C. RESEARCH METHODOLOGY

The research method carried out is a descriptive method with a qualitative approach. This research method is used to obtain an overview of information, explanations and conditions related to the research object in a factual, accurate and systematic manner (Sugiyono, 2013). The descriptive method aims to provide a factual, accurate, and systematic description, explanation, and conditions of the research object. The qualitative approach allows researchers to understand the phenomenon or symptoms that occur through an in-depth analysis of the data collected, so that they can gain a comprehensive understanding (Yuliani & Supriatna, 2023).

D. RESULTS AND DISCUSSION

1. Davina Gallery Business Profile

Davina Gallery was born from the perseverance and vision of its own owner named Mella Devina, a name that means 'strong will, business talent, and authority.' As the meaning in the name Davina, every detail in this gallery is designed with dedication to beauty and precision. Davina Gallery is here as a symbol of the strength of a woman who was born to do business, with high integrity in every step. Here, a wedding dress is not just a dress, but the embodiment of a dream and timeless elegance. With complete dedication and sincerity in service, each dress at Davina Gallery is carefully selected and cared for, ensuring brides-to-be feel a deep sense of elegance and confidence on their special day.

"Gallery" is not just a name, but a reflection of the art of fashion displayed like a living painting—highlighting each dress in the best light to capture precious moments. With maintained cleanliness and reliable service, Davina Gallery is a place where every bride and groom can feel a special experience, enveloped in beauty and sincerity.

Davina Gallery views the wedding dress rental business as a lucrative opportunity, supported by several important aspects. First, increasingly diverse wedding trends create a high demand for wedding dresses with different styles and concepts, making rental an efficient and practical popular choice for brides-to-be. Second, dress rentals provide a more economical solution for customers, thus attracting interest from various groups who want to look special without the burden of high costs. In addition, Davina Gallery takes advantage of every opportunity to provide a personalized experience and quality service, which not only builds trust but also customer loyalty. In the long run, this combination of high demand, cost efficiency, and customer satisfaction becomes a strong foundation for business sustainability and profitability.

Davina gallery was established on December 3, 2019, bringing a vision and mission to become one of the MSME developments in the city of

Padangsidimpuan by providing a vision and mission to be the main choice in renting elegant and quality wedding dresses.

Vision: To be a leading wedding dress rental service provider known for its quality, innovative design and exceptional customer service.

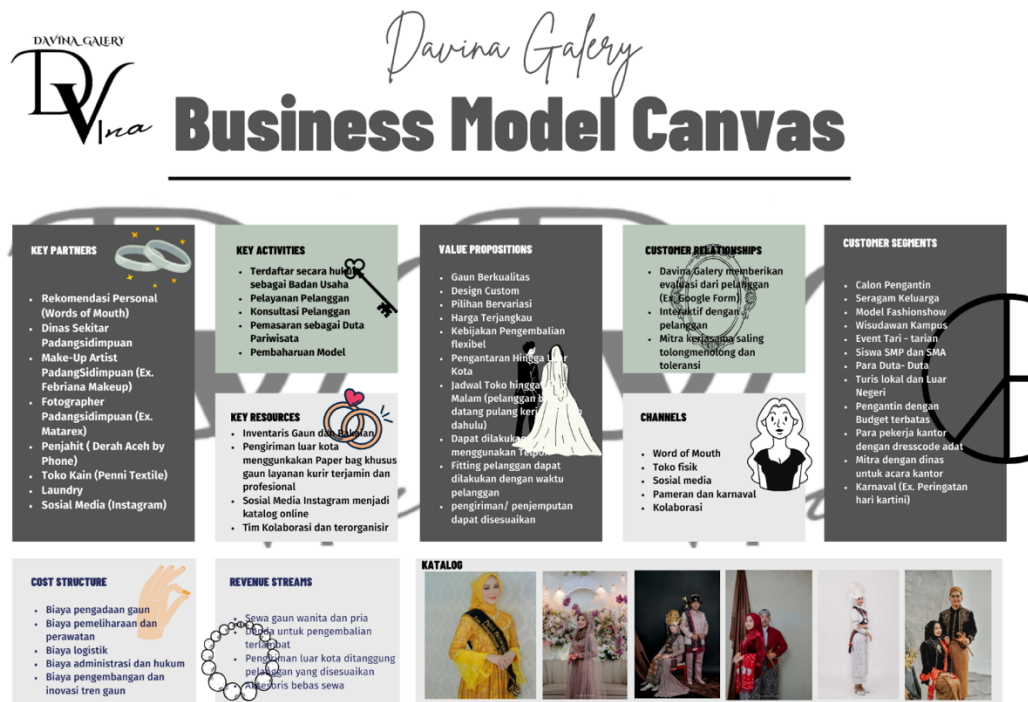
Mission: First, to provide high-quality wedding dresses with a wide selection of designs that meet the comfort and needs of each bride. Second, Providing a satisfactory customer experience through friendly, professional and responsive service. Third, continue to develop designs that follow the trends of the times in the wedding industry. Fourth, Offering competitive prices so that more couples can enjoy Dream wedding dresses without spending high costs. Fifth, Implementing eco-friendly practices in the maintenance and rental of dresses.

Since 2019, Davina Gallery has experienced significant improvements in various aspects of the business. The customer base is now expanding beyond the city, which reflects the increasing public trust in the services provided. Customers from out of town can easily access communication services without the need to do the *fittings* directly, as Davina Gallery has been proven to deliver results that suit their needs. In addition, Davina Gallery's collection of dresses is also increasingly diverse, reinforcing the attractiveness and flexibility of services in meeting various style preferences and customer needs. This indicates a development that not only increases customer volume but also strengthens the reputation and reach of the business.

Davina Gallery Canvas Business Model

Canvas Business Model is a strategic tool used to describe, design, and analyze a company's business model. The Canvas Business Model provides a holistic view of how a business creates, delivers, and captures value. Figure 1 describes the Canvas Business Model of Davina Gallery.

Figure 1. Davina Gallery Canvas Business Model



Key Partners

According to (Izwan Sepriyadi et al., 2023), it is defined as a cooperative relationship between companies where one of the two companies acts as a supplier of raw materials or finished materials, and the other company acts as a producer of raw materials and sellers of finished materials produced from production, so that both companies get profits in accordance with what has been stipulated in the partnership agreement

Davina Gallery has collaborated with several key partners, including suppliers of quality raw materials for the production of dresses and accessories, to ensure the availability of quality materials in every production process. In addition, *Davina Gallery* also collaborates with various parties such as *Make-Up Artists*, photographers, and institutions related to quality standards, both government and non-government, to meet the needs of product certification and improve marketing. This collaboration helps *Davina Gallery* in increasing consumer trust while expanding its market reach through effective marketing.

Key Activities

According to (Nurhidayah et al., 2024) Key activities describe the most important things that companies must do in order for their business model to work. The main activities of *Davina Gallery* include customer service involving consultation for dress needs, registration of business entities, and continuous updating of the

product catalog. Planning consultation is carried out by providing detailed information to customers regarding the design, cost, and materials to be used. In addition, *Davina Gallery* conducts intensive marketing activities, both through social media and in collaboration with local communities in weddings and fashion shows.

Key Resources

According to Wardhanie (2017) in (Hammam & Pahlevi, 2022) Key Resources describe the most important assets that determine the successful operation of a business model, such as buildings, vehicles, intellectual property and labor.

The main resources owned by *Davina Gallery* include quality dress supplies, an organized team, and out-of-town delivery facilities. In addition, *Davina Gallery* has competent human resources in providing excellent service to each of its customers, as well as using social media platforms to display product catalogs as a marketing strategy.

Value Proposals

According to (Amour et al., 2024) value propositions describe more value on products and services offered to meet customer needs and demands.

Davina Gallery offers high-quality dress products that suit customers' needs and preferences. Each dress is made using a selection of durable materials and is available in a variety of modern to traditional designs. With flexible services, *Davina Gallery* provides convenience in returns, delivery, and the opportunity for customers to make adjustments as desired. This aims to ensure that customers get more value in every product they rent or buy.

Customer Relationships

According to (Afridayana & Safrin, 2022) *Customer Relationship*, relationships with customers are built according to customer segments, because each segmentation has a different aspect. A company must affirm the type of relationship it wants to build with the customer segment.

To maintain a good relationship with customers, *Davina Gallery* is always committed to providing the best service. In addition to providing friendly and responsive consulting services, *Davina Gallery* also conducts regular customer satisfaction surveys through Google Forms to evaluate the services provided. Discount promotion programs on certain events are also applied as a form of appreciation to loyal customers.

Davina gallery has received very positive reviews with a 5-star rating from 475 Google users indicating that *Davina Gallery* has managed to provide high-quality service and excellent customer satisfaction. This level of satisfaction reflects the positive reputation and trust that *Davina Gallery* has built among customers, making it a top choice in wedding dress rentals in Padang Sidempuan.

Customer Segments

According to (Dewi et al., 2022) Customer Segment, Identifying target market segments is very important when operating MSMEs. Economists need to clearly identify consumers along with their characteristics and needs so that the products offered are used by the right people and become the solution.

Davina Gallery targets diverse customer segments, ranging from brides-to-be, families, models for fashion shows, to general customers such as school students and office workers. This segmentation allows *Davina Gallery* to provide products that suit the needs and style of each customer, both in formal and casual events.

Channels

According to Clark et al., (2023) in (Gisha et al., 2023) channels are ways to communicate, sell, and deliver a Value Proposition and ensure post-sales satisfaction.

Davina Gallery's product communication and distribution channels include marketing through social media such as Instagram, word-of-mouth recommendations, wedding exhibitions, as well as physical stores in strategic locations. In addition, *Davina Gallery* provides out-of-town delivery services by using trusted delivery services to ensure products arrive safely.

One of the efforts to develop *channels* carried out by *Davina Gallery* is to participate in radio broadcasts on RAU 105 FM in the program "Sunday Night Talk." Through this broadcast, *Davina Gallery* provides insight and literacy related to the wedding industry and the management of the dress rental business, which not only introduces *Davina Gallery's* services to a wider audience but also inspires listeners on how to turn a hobby into a profitable business opportunity. (*Sunday Night Talk*, n.d.)

Cost Structure

According to (Wahyu Hafidin Ilman et al., 2023) Cost structure refers to all expenses required to run a business model.

Davina Gallery's cost structure consists of several main components that support business operations. Operational costs include routine expenses such as employee salaries, electricity, store maintenance, and administrative needs. The largest component in costs is the procurement of dresses and accessories, which ensures the completeness and sustainability of products for customers. In addition, there are shipping costs that include delivery of products in and out of town. Promotional costs are also an important part, including the creation of marketing materials, digital advertising, and participation in sponsorship events to expand market reach.

E. CONCLUSION

The conclusions obtained from the analysis of *Davina Gallery's* Canvas Business Model are as follows: *Davina Gallery* has successfully utilized the canvas business model to create an effective and efficient wedding dress rental service.

With a focus on product and service quality, Davina Gallery attracts the interest of various customer segments, ranging from brides-to-be to the general public who need special clothes for formal events. Collaboration with key partners, such as Make-Up Artists and photographers, also improves the competitiveness and quality of services provided.

In addition to offering quality products, Davina Gallery also features flexible personalization services, such as out-of-town delivery and easy returns, providing convenience for customers. Marketing strategies through social media and wedding events help expand reach and build customer loyalty.

Overall, Davina Gallery demonstrates a strong business foundation through a combination of market demand, cost efficiency, and customer satisfaction, which is the foundation for sustainability and potential future business growth

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