

Business Model Canvas (BMC) in Industry Maternity Clinic Using Epidural Analgesia

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Abstract: Increasing the world population every year resulted in the need for quality birthing service facilities let alone equipped with excellent service gave birth without pain because most pregnant women in modern times want to give birth comfortably, safely and economically. So the opportunities and prospects for the clinic's business are wide open. To open a maternity clinic required a business model. Business Model Canvas (BMC) developed by Alexander Osterwalder and Yves Pigneur. can help us see more accurately what kind of business that is or we live and can change the concept of a business model that initially complicated to be simple and strategic because in the BMC there is a business framework and how to formulate a business idea. BMC is presented in the form of a canvas sheet containing nine elements (boxes): Customer Segments, Value Proposition, Channel, Customer Relationship, Revenue Stream, Key Resources, Key Activities, Key Partnership, and Cost Structure. Business Canvas model can facilitate the business beginner (startup) and who already run in knowing the most important aspects of a business. Business Model Canvas can be used in industry Maternity clinic using epidural analgesia.

Keywords: Business Model Canvas, Maternity Clinic, Epidural Analgesia

I. INTRODUCTION

Data from the population division of the United Nations population in July 2015 of 7.3 billion people and increased to 7.6 billion in June 2017, while in Indonesia based on data from the Ministry of Home Affairs of the population of Indonesia in July 2015 as many as 255,708,785 people and increased to 257,912,349 people as of June 2016. Increasing the population of a region due to the birth of a baby, it certainly requires facilities for childbirth such as maternity clinics. Most modern pregnant women are worried about the great pain during childbirth. With the advancement of educational level, the income, social and cultural levels of expectant mothers desperately want to give birth in a safe, convenient and economical way. With the advancement of science today has developed many ways of giving birth with minimal pain, one of which is to give birth with epidural analgesia techniques. With epidural analgesia techniques, the mother will feel minimal pain during childbirth and postpartum so that the mother will feel comfortable, on the other hand the cost of normal birth with epidural analgesia technique is quite economical. To start the business of maternity clinics surely must know the ins and outs contained in this business, it is necessary a business model that can describe and explain about Start -Up business itself in order to assist in making consideration changes and professional progress of the business. To start a start-up business and become a successful start-up entrepreneur, not only has a good idea, a cool product to enter the market and a lot of capital to become a successful entrepreneur, but it takes the right and systematic business model. The most important factor for running a successful startup business is the business model. The definition of a business model is a concept of how an organization makes, distributes, and scores. The business model that is cursed this time is Business Model Canvas (BMC) developed by Alexander Osterwalder and Yves Pigneur. BMC is a tool to help us to see more accurately how the business is or are we live. BMC business model can change the concept of business model that initially complicated to be simple because in BMC there is a business framework and how to formulate Business ideas. BMC is presented in the form of a canvas sheet containing nine elements (boxes): Customer Segments, Value Proposition, Channel, Customer Relationship, Revenue Stream, Key Resources, Key Activities, Key Partnership, and Cost Structure.

II. LITERATURE REVIEW

A. Understanding Business Model Canvas: Business Model Canvas was first developed by Alexander Osterwalder in 2010 in his book Business Model Generation. In the book Business Model Generation, Alexander Osterwalder describes a simple framework to present the important elements contained in a business model is simple and easy to understand. The business model framework consists of 9 elements called 9 building blocks. Business Model Canvas is a tool used to simplify complicated and complex business model concepts into a business model that is easy to create and understand systematically so that it can be utilized by an organization / entrepreneur. In one reference to mention the definition of Business Model Canvas is a business strategy management that allows us to describe, design and then pursue some aspects of the business into a whole business strategy. When viewed at a glance,

the actual flow of the canvas business model seems quite simple. Broadly speaking, the flow flows from one business element to the next important element.

B. Business Model Canvas Framework: The Canvas Model Business is a new method of formulating a simpler business concept than creating a business plan. The method of Business Model Canvas or abbreviated (BMC) was first introduced by Alexander Osterwalder in his book entitled Business Model Generation. He explained framework how simple way to present the important elements that exist in a business model. Business model canvas has 9 areas of business model, which is indispensable in running a business. When creating this business, we no longer need to create a business plan on a sheet. All appear simpler

Customer Segments: The first element we need to make is customer segments. In this element we define which customer segments will target our business, to whom we create value and who are the most important customers. Customer is at the heart of every business model. Without customers, no company can last long. Therefore the company needs to satisfy its customers and to get customer satisfaction, a company needs to group customers in different segments according to needs, likes, spending behavior, or other. The company must also take the decision to choose segments to be served and which are not.

Value Propositions: In Value propositions discussed about the benefits or benefits that will be obtained by customers if we choose our business. This section opens the opportunity for us to describe the strengths and advantages of our business is different from other businesses

Channels: Channels describes how a company communicates and reaches its customer segment to provide value proposition. Through the use of appropriate channels, we can deliver value propositions to customer segments. So channels are an important element for business success.

Revenue Streams: Revenue streams represent how a company earns money from customers by providing the value customers pays. The income stream is certainly one of the main goals of a business. So this one element should be managed as much as possible to increase business revenue. Do not get any raw materials, products or performance that are not maximally utilized and result in business losses.

Customer Relationship: Elements of Customer relationships describe how companies can engage with customers in the long term. It needs strict and intensive supervision so that our business customers do not easily turn to other businesses simply because of the unfavorable relationships.

Key Resources: Organizational Resources used to realize Value Proposition. In order for business purposes to materialize, we certainly must manage the business resources as much as possible. All types of resources ranging from raw material management, human resource management and operational process structuring are of concern in creating business models

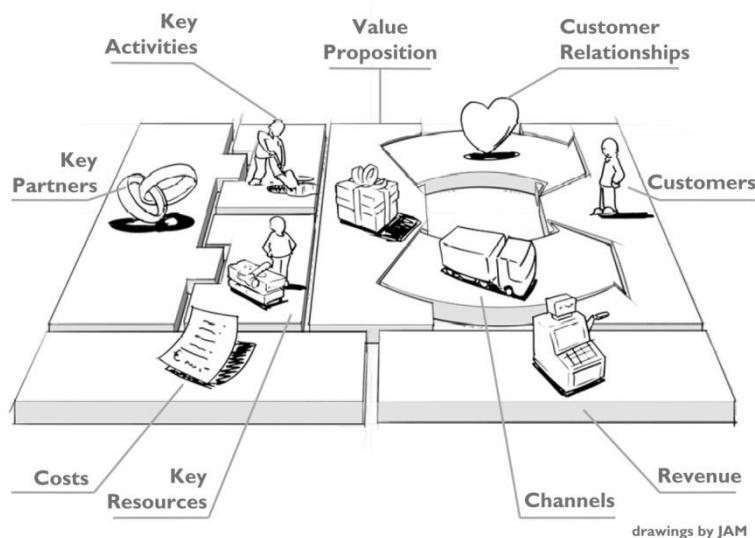


Figure1. Business Model Canvas Framework

Key Activities: What activities should be done to create effective value propositions? This is certainly a discussion that is not less important in key activities elements

Key Partnership: Good business is not only able to establish relationships with customers only. But a good relationship with the supplier or marketing team should also be considered. There's nothing wrong with a good relationship to create a business cycle in accordance with expectations.

Cost Structure: The last element that is not less important to the other eight elements is the structure of business financing. Managing costs efficiently will make our business run more efficient and minimize the risk of loss

C. Why we use the Canvas Business Model?

Visual Thinking: The best way to use BMC is to make large posters and paste them on the wall. After that the founder can use sticky note like post-it to fill 9 elements. Sticky note allows group thinking because everyone on the team can participate actively

Iterate quickly: Iteration is the process by which the founder "comes out of his office" and tries to validate his idea, then returns to the office to improve his business model and products based on feedback from the market. With the concise and comprehensive nature of BMC, the founder can quickly perform this iteration.

Quickly sees the 9 components link: In this way, the team can find relationships from market opportunities or unique value propositions. So it is hoped the team can document new ideas as a new hypothesis to test BMC as a new iteration.

Forcing the team to briefly convey his thoughts: Teams are forced to explain exactly and concisely what they will test or which they will follow up on the next iteration, as the information is short-listed on post-it

Make it easy for startup to share it with partners / co-workers: BMC is presented in the form of a large poster and affixed to the wall making it easy to share photos or take posters off the wall to show to other interested parties.

D. Benefits of Business Model Canvas in a business idea

More Structured Business Discussion: Business Model Canvas or BMC is indeed has its own uniqueness. We do not have to make business plans very long and even spend time and paper for us doodles with the idea of a business to be built. Some entrepreneurs use this canvas business model when meeting with their employees. BMC can be used as a brainstorming of its business. 9 important parts that exist in the business canvas model it is indeed accelerate the process of meeting that usually lasts long enough. This method really helps the discussion in the meeting to be more structured and not deviated to other problems.

Faster: Previously, in planning a business, maybe we will need 40 sheets of business plan so detailed but sometimes quite troublesome. For those of you, entrepreneurs who are looking to launch a startup business with a low cost tend to use the business method of this canvas. BMC more quickly can make the existing business ideas directly realized. the nine elements contained in BMC is the key to realize the optimal business. although still in the raw or early phase. Currently, in running a business we need to act quickly so as not to be preceded by competitors.

Building Ideal Portfolio: Usually, when making business plans with the old model, we can spend weeks and weeks, even months to write a business idea that will be planned. However, if using this business method of canvas, we only need to spend a few minutes to hour to sketch the model with a variety of business ideas. It is very easy to describe our idea by using this method. a short time will also make our reference search about business longer, and it will certainly be better for our business in the future.

Have Intuition: If likened to a stage, then the business model canvas is two parts, namely the front and also the back. The front will show you what it takes to get this front as attractive as possible in the eyes of the audience. Making the impossible becomes possible. BMC has a keen intuition in helping to realize the business being created. Some entrepreneurs who have often used the business method of the canvas also stated, they find brilliant thoughts and ideas to make business faster to be realized, because the intuition of BMC is so precise.

Value of Consumer Placement: By using this BMC method, we also can find out how the value of the proportion or value of placement between consumers with Products that exist in our business. We can know how the services provided our company to consumers. In addition, we can also find out how consumer problems can be solved, then whether our consumers are satisfied with the service. Good business will start by always giving priority to the consumer above all else. But the weak business is the one who always put the product first but pay less attention to the consumer proportion.

Effective for Beginners: BMC or canvas model business is very advisable for you who will just pioneer his business. Although the business will run large scale, the owner will still be easier to identify how the difference of each component in BMC, because the components contained in the BMC there are 9 Components, which is certainly very supportive to the related business. The nine components are also interconnected with each other in business. When it will take an important decision, it will also be easier. You just stay focused on the time and pay attention to the business from the beginning until it can grow later.

Developing Future Strategies: Mapping a business to a canvas model business model does not only focus on the marketing department or the product part of a business that we run, but BMC will look at all the elements that exist and build the business. That way, the business owner will be very easy to determine how the business strategy to do kedepanya. BMC will provide clue of all the things that support the formation of a new strategy that allows running on

a particular business. Strategies that will be run also not just about the marketing strategy alone, which is generally always a priority of business owners All the elements that build it will also have a new strategy.

Consumer Needs Being Right: Consumers in a business are everything. Consumers who position like this king should get the maximum treatment and get the perfect product in accordance with the desired. To know that, this canvas model business can help business owners to know what the exact needs of the consumer are. All this time, maybe we've tried as much as possible to meet the needs of consumers with the maximum, but always there are consumers who still feel not satisfied to the fullest. By using this canvas business model, business owners will learn first what consumers really want

Broad Field Work: The business method of the canvas comes more simply, compared to other business methods. Although simple, but in the business method of this canvas there are 9 important elements that became the initial capital to be able to map the business through this BMC the 9 elements have a wide range, and have their respective duties. So that the whole task can run maximally, for the realization of a particular business, then it takes quite a lot of employees to be able to handle it. Not surprisingly, some businesses that have used this canvas method, indeed recruit many employees for optimal performance.

Bringing New Changes: Since its first introduction in 2010, this canvas business method is predicted to bring changes to existing business sectors, including the business sector in Indonesia. After being introduced in Indonesia, some business owners have apparently agreed and liked the simplicity of this canvas method. However, some think too much of a business model will make the business run will not focus, they consider the most important their turnover is still stable. In fact, Business requires Innovation in order to continue to grow according to the times. The existence of BMC is also an innovation for our business world.

III. RESULTS AND DISCUSSION

Business Model Canvas (BMC) In Industry Maternity Clinic Using Epidural Analgesia: BMC can be used by business planners to transform and realize complex business model concepts from the maternity clinic industry into simple and easy to understand. The purpose of mapping a strategy is for building a strong business; win the competition and success in the long run. The following is the exposure of the maternity clinic industry using epidural analgesia using nine blocks of Business Canvas Model element (BMC)

Customer Segment: Customer segment is an organization that serves one or several customer segments. In particular, this Maternity Clinic determines that the customer segment to be selected is: (1) Specific market segment, ie pregnant women aged 20-35 years with personal guarantee or guarantee of company or insurance. (2) Patients who can enter as a customer are pregnant women from upper middle economic class.

Value Proposition: At this value proposition tries to solve customer problems and satisfy customer needs. In particular the proposed value proposition for the Maternity Mutiara Primary Clinic is by providing labor with superior care services without pain and low or competitive cost.

Channel: An organization can choose between reaching customers through its own channel, through partner channels, or through a blend of both. In particular the channels taken for the Maternity Primary Mutiara Clinic are (1) establishing a channel with the hospital or birthing center around for referrals; (2) making the channel with the practice of the midwife around; (3) using social media such as Facebook, Instagram, Twitter and Google Search to promote also invite social media users especially prospective mothers to attend seminars and workshops for free, following yoga or gymnastics of pregnant women (4) provide information about the website; (5) using booking system and (6) using both chat application for online consultation with doctor without encounter

Customer Relationship: Customer relationships are defined and managed together with each customer segment. Particularly suitable customer relationship to be applied in Maternity Clinic is to use customer member program, and provide installment program in cooperation with third party that is bank which has been determined by company to relieve customer in terms of payment.

Revenue Streams: Revenue streams describe the revenue generated from each customer segment in which case the cost should reduce revenue to generate revenue gained from customer payments with a single payment or ongoing basis. The general income earned for the Maternity Clinic comes from a variety of sides: (1) Revenue from self or personal paying in cash, (2) Revenue paid by the polyclinic customer, (3) Revenue from labor, (4) Revenue from laboratory, (5) Revenue from pharmaceuticals and homecare measures, and (6) Revenues from cooperation with private or corporate insurance

Key Resources: Each business model requires a major resource that enables a company to create value, reach markets, maintain customer relationships and earn revenue (Osterwalder, 2010). In particular the key resource taken for the First Primary Maternity Clinic is Human Resources with Knowledge. One of them is Tacit Knowledge. Tacit knowledge is

rooted in personal actions and experiences, such as desires, values, or emotions. Which includes human resources including Specialist Doctors, Responsible Physicians, Experts and Administration? Second is the Means of Place (location) and Drug, in determining the location of the clinic required a strategic location, so that every patient who wants to visit can easily find the location, either using public transportation, or using private vehicles. Access is easy to reach and a large parking lot becomes an added value for easy patient in any case. Drugs used to perform analgesia in patients to painless labor are clinically tested and safe drugs. And the last is Infrastructure, in this case includes water installations, electrical installations and generator sets, air circulation installations, waste management facilities as well as prevention and control of fires and other natural disasters

Key Activities: Key activities illustrate the most important things a company should do in order for its business model to work and operate successfully. In particular key activities taken for the Maternity Clinic are normal birth without pain by using the Epidural Analgesia method. This is a major role in building a clinic to reverse the mindset of people who are afraid to give birth to normal who eventually prefer Caesar in order to give birth normally with no pain. Next is to provide professional medical personnel as well as competent in the field and in accordance with the wishes of patients with the motto "Patient's health is our concern". The third is to provide excellent service that is friendly, professional and safety patient priority to every patient as well as skilled doctors, the availability of health equipment and ready-to-use drugs. And the last one is to use internet-based applications to facilitate maternal monitoring during pregnancy and ease of registration and clinical administration.

Key Partner: Basically, the key to a key partnership is how companies form partnerships for a variety of reasons, and partnerships form the basis of various business models. In general at the Primary Maternity Mutiara Clinic, it can be explained the type of partnership with details; Partnerships with obstetricians and obstetricians as well as anesthesiologists as primary medical personnel; partnerships with general practitioners, midwives and nurses; partnerships with pharmaceutical or pharmaceutical suppliers to meet patient needs; partnership with suppliers of medical support equipment; as well as partnerships with other clinics and hospitals or partner companies.

The cost structure: Describes all costs incurred to operate the business model. Such cost calculations are relatively easier after key resources, key activities and key partnerships are determined. At Maternity Clinic which includes fixed cost is the cost of clinic building renovation, medical equipment cost, vehicle cost (ambulance) and employee salary. While the variable cost is the cost that changes in accordance with changes in the number of units produced products, such as the cost of medical consumables / drugs, the cost of non-medical consumables, telephone costs, electricity and internet, medical fees and promotional costs

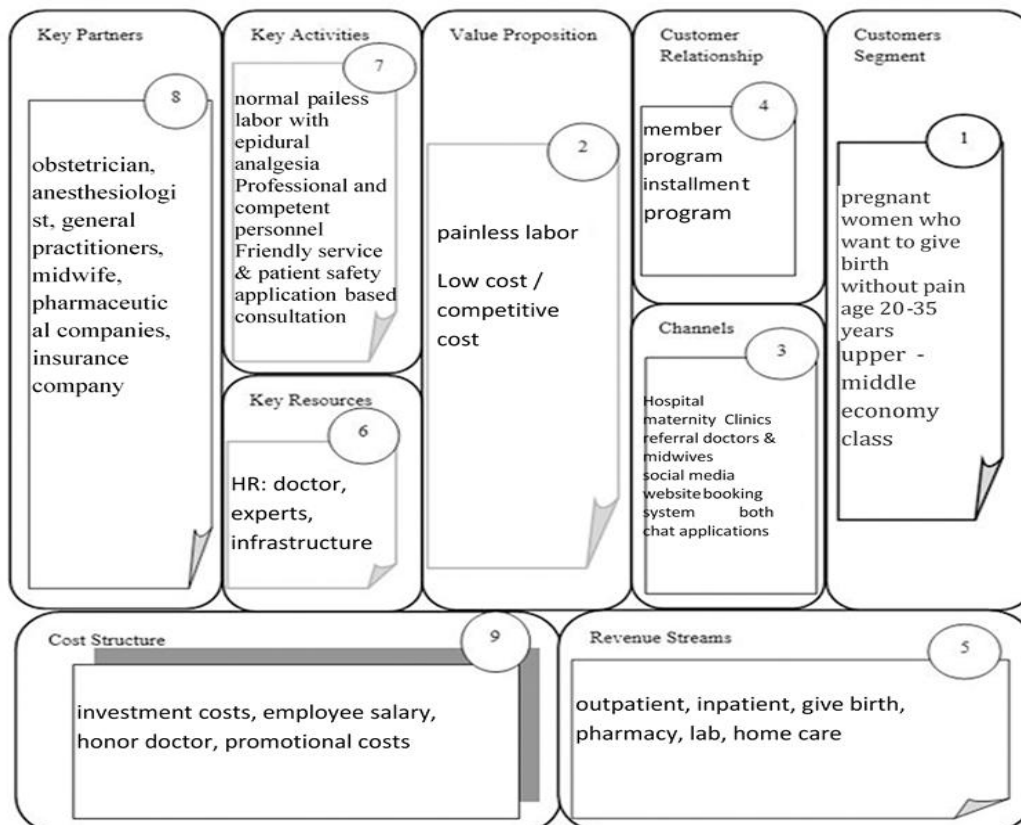


Figure2. Business Model Canvas Maternity Clinic Delivers Without Pain

IV. CONCLUSION

Business Model Canvas (BMC) has nine elements, namely Customer Segment, Value Proposition, Channel, Customer Relationship, Revenue Stream, Key Resources, Key Activities, Key Partnership and Cost Structure. BMC can be used for all types of business models, such as in the maternity clinic industry using epidural analgesia. BMC can quickly identify the weakness and strength of business since the beginning of business, the process needs and profit analysis. BMC map the problems of the business to a simpler one so the business strategies can be made more precise and accurate for newly started or existing businesses. BMC will describe the business systematically and an accurate decision can be made. The Business Canvas Model is expected to facilitate both beginners and entrepreneurs who are already running in to knowing the most important aspect of a business.

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