DESIGNING A NEW BUSINESS MODEL FOR MOBILE GAMES AND E-BOOK CONTENT PROVIDER

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ABSTRACT

Content providers (CP) are one of the businesses that face many problems in Indonesia, there are many frauds such as credit theft to many users, but on the other hand content providers have a subscription business model which is one of the most growing and very promising businesses in the future. All over the world, especially subscription services have dominated the entertainment world, especially the world of mobile games, but Indonesia as a developing country and has a very fast growth in the game industry has not become a major player in this industry. This article will design a new business model for CP companies in Indonesia using the Business Model Canvas (BMC). Therefore, in this paper, we will design a new business model for content provider companies in Indonesia that sell mobile games, change the subscription-based business model using a BMC to describe the business feasibility of content providers, and increase consumer confidence in CP's business. The results of this paper are expected to be a guideline and reference for use by all content provider businesses in Indonesia.

Keywords: *Content Provider, Business Model Canvas, Subscription Business, Mobile Games, Business Model*

1. INTRODUCTION

Different technological components will play different roles at different stages of research and development. Emerging cores and technologies are critical to science and technology planning and formulating R&D strategies, identifying emerging cores and technologies within a domain, tracing their history, and monitoring them. Today's progress is very important to recognize and capture the best opportunities before other markets catch on [1]. The development of information and communication technology is currently one of the causes of rapid social, economic, and cultural changes. One example of the development of information and communication technology currently is the Internet. The internet has created a new economic world that has an impact on several aspects of life, including the development of the world of business and marketing.

The wide reach of the internet has been used by many people as a marketing and business medium. This makes business practices through the internet have many advantages for individuals, companies, or consumers. Technology that continues to develop, especially internet technology today has changed various aspects of life including consumer behavior. Changes in the way of obtaining information, the need to make decisions quickly without being bound by space and time. The need for self-actualization in cyberspace has an indirect and direct impact on consumer behavior in buying and consuming products.

A Content Provider (CP) company is a company that provides a variety of content, which can be consumed by the public. The development of the content provider industry in Indonesia over the last 10 (ten) years has had enormous opportunities. CP businesses that are included in VAS (Value Added Services) have very good prospects, having a market cap in the range of 1-2 percent every year. Total revenue from the content provider industry in Indonesia is recorded at around 2 (two) trillion rupiah every year. According to data from the Indonesian Cellular Telecommunication Association (ATSI), it is stated that the development of the content provider industry in Indonesia has grown rapidly in the last 10 years. It was recorded that in 2002 there were 50 registered local content provider companies, so far more than 400 local content provider companies have been officially registered in Indonesia.

The growth of CP services is in line with the growth of users who enjoy various content services,

ranging from e-books, mobile games, ringtones, etc. Recorded growth of more than 5 million users from Indonesia in the last 10 years. Along with the development of the content provider industry that continues to grow, many frauds have been found by illegal content provider companies in Indonesia. One of the most common types of fraud in Indonesia is credit fraud via SMS (Short Message Service). This fraud is carried out by business actors who make credit withdrawals, by providing information and without realizing the credit will be cut off without the user realizing it. One of the most popular examples of SMS fraud cases is SMS with prizes, which have claimed quite several victims in 2014. This is detrimental to many official content provider companies in Indonesia being negatively affected by the various cases that occurred, for that it is necessary to do a lot of development in terms of technology by local companies who want to continue to grow.

The development of technology in the communication world continues to grow, the use of smartphones in the last decade has increased significantly, especially in Indonesia. The development of the Indonesian population in using smartphones is one of the highest in Southeast Asia. This makes the development of applications for smartphones increasingly in demand by many IT companies in Indonesia. Starting from the emergence of the first touchscreen HP in 2009, smartphone applications, especially mobile games, developed very rapidly to compete with console and PC games. This development has made many game developers, both local and international, look to Indonesia and compete to dominate the Indonesian market. But unfortunately, until now, local game developers have not hosted in their own country. The proof is that the mobile game market in Indonesia is still dominated by foreign developers, such as the developer of one of the most popular games in Indonesia, namely PUBG MOBILE and MOBILE LEGEND.

According to data from the IP development association, Cipta Kreasi (CAKRA) the Indonesian game market in 2017 reached US$1.13 billion or equivalent to Rp. 16 trillion, and unfortunately local games only controlled 0.2%. This is very unfortunate considering that Indonesia is one of the countries with the largest development of the mobile games industry in Southeast Asia. Mobile games are one of the fastest growing entertainment applications, therefore, many developers are starting to race to create interesting types of games, assessing individual behavior can be more effective by

analyzing the data collected through mobile games. According to 2018 data released by NewZoo, the Facebook Instant Games platform has grown rapidly since November 2016, when it first launched its closed beta. In the 90 days to November 2017, 6.3 billion game sessions were played on the platform. When the closed beta was released, there were 17 different games available, including popular titles like Zynga's Words with Friends, Nordeus' Golden Boot, and Game Closure's Everwing.

In 2017, there will be 43.7 million gamers in Indonesia, spending a total of $880 million. This makes Indonesia ranked 16th in the world in terms of gaming revenue. Judging from PC/laptop gamers, 26% are men aged between 21-35 years. Men constitute 56% of the PC/laptop gamer population. The Let's Play and Walkthrough videos are very popular choices, with two-thirds of them watching these videos. As many as 45% of gamers play on all three platforms – console, PC/laptop, and mobile. Positive brand attitudes for Pepsi are seen to be higher among paying PC gamers than the entire PC gaming population [2]. Based on data obtained from NewZoo and Gamescom Asia, players in Indonesia spent a total of $1.1 billion on games in 2018, making it one of the largest gaming markets in Southeast Asia. In the online population, 74% of men and 70% of women play mobile games, while 62% of men and 50% of women play console games. The majority of paying gamers (94%) spent money on in-game items or virtual items in the last six months. By 2020, the global gaming market will generate over $160 billion in revenue, an increase of +7.3% year over year. 2020 marked one of the slowest-growing years in terms of gaming revenue, with consoles having their slowest year since 2015. However, the next generation of consoles from Sony and Microsoft, set to launch in late 2020, ushered in a new phase of growth for the market.[3]

Cloud gaming is an attractive prospect for years to come, it will not have a significant impact on the market outlook for 2020, when the technology is still in its infancy. Mobile gaming will be the fastest growing segment in 2020, enjoying +11.6% year-over-year growth. In previous years, most of the growth was driven by mature markets such as China, the US, Japan, South Korea, and Western Europe. Emerging markets such as the Middle East & North Africa, India, and Southeast Asia, however, will drive growth in 2020, with gaming revenue from each of these markets generating double-digit growth. That's not to say that there's a lack of development in the game market that's more mature beyond that. The number of subscription services is

steadily increasing in the West and China, which will rock the market in 2020 and beyond.

The Indonesian Game Association (AGI) considers that the culture of sharing, aka sharing skills between users, helps the growth of local games in Indonesia. For example, local game developers who have certain competencies are happy to help other local game developers who are experiencing difficulties. During the rapid development of the game industry today, it seems that Indonesia still cannot compete. This is because Indonesia is said to be only a market, not a major player in the industry itself. Many factors that affect this can happen, including due to lack of investment, lack of number of companies in the field of gaming, and minimal gaming talent. Several other factors that hindered it were also due to the lack of knowledge from local game developers about the current market conditions, where they only followed the current trend, without knowing that there were still many markets in the game sector that had not been touched.

Seeing the existing problems regarding the many cases of fraud in online payments using SMS, it is necessary to develop technology that can increase customer trust and convenience, especially in choosing payments. In this paper, a series of observations to the implementation of the new business model are carried out at PT XYZ. PT XYZ is one of the official Indonesian content provider companies that has been established since 2003, as a specialist in mobile content and mobile games that has sold products to more than 5 countries in Southeast Asia. PT XYZ as one of the companies that holds content distribution licenses from the world's largest content producers such as Disney. Currently, the business model being implemented is a subscription model, where all customers must first subscribe to be able to enjoy the content. The types of subscriptions provided consist of several variants, ranging from daily, weekly, to monthly subscriptions. Content distribution is carried out through a website-based platform, and in collaboration with local telecommunications companies as a payment medium. Each customer can only pay subscription fees via credit. Each telecommunications provider has a different price range. Seeing the many incidents of pulse fraud via SMS, the income from PT XYZ from 2019 to 2021 is decreasing.

Based on the description of the background above, the problem in this study can be formulated as follows:

1) How can the design of a new business model help increase trust and customer numbers?

2) How can the design of the new business model help PT XYZ develop following technological developments?

Based on the identification of several research questions above, this study aims to:

1) Provide a new business model design based on mobile applications, which can increase trust and the number of customers.

2) Changing the business model to be more efficient than before

In this study, researchers will design a mobile game application business model based on a mobile application using BMC (Business Model Canvas). After the design is formed, performance measurement will be carried out using the Balance Score Card, which will then be analyzed using SWOT as a measure of the success of this design. The last is about how to manage risk in the future from PT XYZ. The scope of the research discussion includes:

1) Mapping the previous business model using the Business Model Canvas, then a comparison will be made with the new business model.

2) Measuring strategy using a balanced scorecard – customer perspective.

3) In this paper, we will not discuss the system design completely, but the author will make a user interface design from the front-end application side, and the design of BPMN 2.0

2. LITERATURE REVIEWS

2.1 Content Provider

Content Provider is a company or organization that creates or provides various digital content to the public. This digital content is provided to customers through internet infrastructure, users can access various content through content aggregator intermediaries or directly through the website without intermediaries. The content provider business can be in the form of a telecommunications business that is connected to various creative industries. Basically, there are two understandings of

content, which include applicative content or what is often referred to as software, then content that is often found in the digital world called multimedia content, where the combination of this multimedia content consists of video, images, sound, writing, games and more. For now, most of the content provider businesses in Indonesia are still very dependent on operator billing systems, this has caused the growth of this business to be disproportionate to the growth of mobile device users in Indonesia.

Paid content is also referred to as "pay-for-content", which is defined as any type of content such as text, video, animation, and audio that is shared and distributed over the internet on a payment basis. Paid content is the main source of income for many content providers such as Netflix, IPTV, and Hulu. In addition, paid content can be classified into two types: (1) Subscription Video on Demand, where the end user pays a monthly fee for unlimited access to content, such as Netflix, IPTV, and (2) Transactional Video on Demand, where the user end of buying or viewing items, such as Vudu and iTunes [4]. CP users will usually be charged a daily, weekly, or monthly fee to be able to enjoy the various content that has been provided, there is also a fee charged per information/content provided. For now, there are still many content provider business models that sell old-fashioned products such as services such as Short Message Service, premium ringtone services. Various problems regarding the development of the content provider business in Indonesia are judged to be due to the unpreparedness of the MNO (Mobile Network Operator) to support the development of this business, or even the intention of the MNO not to be ready for a better direction due to a lot of ancient content as mentioned above. has been monopolized by MNO[5].

According to Gunawan Hutagalung, Head of the Sub-Directorate of Special Telecommunication and Feasibility of Telecommunications Operations at the Ministry of Communications and Information Technology, the content provider business, especially in Indonesia, still has a huge opportunity to continue to grow. The content provider business, including Value Added Services, has transformed in accordance with technological developments and has begun to leave the basic services and evolve towards an IP platform. The content provider business has a market ranging between 1-2% of the total revenue for fixed industry and mobile services or in the range of more than IDR 2 trillion per year.

The digital content/content provider industry is one of the fastest growing new industries in the world economy. One report (KIPA, 2005) shows that the industry's annual growth rate has reached 15% over the last few years and predicts that the trend will continue for the next 10 years. While North America is the largest player in the world's digital content industry, occupying 41.6% of the current market in 2003, East Asian countries show regional markets that show the fastest market growth rate, 35.3%. The digital content industry is also known as a high-income generating industry due to its "one source, multi-use" characteristics and the trend of rapid digitization of cultural products in both production and consumption.

2.2 Digital Business Regulation

In recent years, the idea of digital business transformation has become a top management priority for most companies across the industry. Digital business transformation is an ongoing process that aims to improve a company's value proposition by triggering significant changes to its resources through a combination of digital technologies[6]. It is necessary to know about how the regulation of the business that will be run adjusts to the location of the business, in this case how about the regulation of the content provider business that will follow the digital trade regulations in Indonesia, in accordance with the new business framework that will be created by the author, it will follow the system regulations trade through electronic systems (e-commerce). Trade through electronic systems is currently regulated in Indonesia's Government Regulation Number 80 of 2019 concerning Trade Through Electronic Systems, which regulates parties who carry out, requirements, implementation, obligations of business actors, advertisements, offers, receipts, confirmations, contracts, payments, delivery of goods, exchange of goods in electronic trading systems, as well as protection of personal data.

2.2 Business Model

The business model is about the value that the company offers to customers, the segmentation of customers that will be targeted to offer value, the scope of products or services offered to customer segments, profits, sources of income, prices offered, activities to be carried out in offering products or services, steps that companies must take to maintain profits. In short, a business model is defined as a plan implemented by a company to generate revenue and earn profits from business operations[7]. Theories in the field of organization and management mention

business model as a term that describes the overall concept of a company's activities, while the description is schematic and has parameters.

The business model has its own components, referred to as the dimensions of the business model[8]. The way the company operates in this dimension will determine the pattern of the business model within the company, because basically every company will build a different business model, have a variety of business models, even companies operating or operating in the same industry will have a different business model. The main purpose of the business model is to focus on activities that ensure profits for the company as well as customers.

2.4 Business Model Canvas

The Business Model Canvas is a business model ontology, describing a characteristic of a business model and allowing to explain the overall picture of a business model. The focus of the ontology is to have a common language to discuss business models into a practice or business application and use in a business context is one of the goals of a business model[9]. Sustainable business model innovation is about creating superior customer and corporate value by meeting the needs of society and the environment through the way business is conducted. Business models require deliberate design if they are to deliver the desired sustainability impact[10]. The Business Model Canvas works best when printed on a large surface, so a group of organizations or groups of people can jointly start a sketch and discuss various business elements with notes or a marker which becomes a tool that fosters understanding, discussion, creativity, and analysis [11].

The Business Model Canvas has achieved widespread adoption, not only being used to model the current state of the company's business model, but also any future business model innovations[12]. According to the concept of the Business Model Canvas, the business model consists of nine fundamental elements that show the logic of profit development for the company, 9 elements (9 building blocks):

1) Customer Segment
2) Value Propositions
3) Channels
4) Customer Relationship
5) Revenue Streams
6) Key Resources
7) Key Activities
8) Key Partnerships
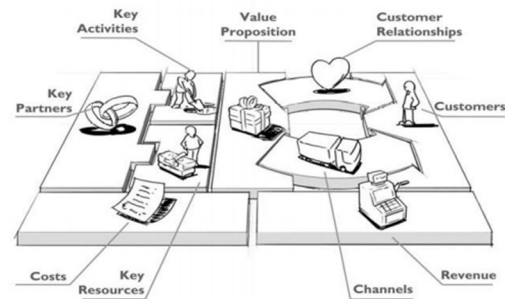
9) Cost Structures

Figure 1: The 9 Building Blocks of BMC

2.5 Balance Scorecard

Balanced Scorecard is a method used to measure performance results used by a company or a strategy, this method measures four perspectives, namely: financial perspective, customer perspective, internal business process perspective, learning perspective and growth perspective. The balanced scorecard translates the vision and strategy of an organization/company into a coherent set of measures in four balanced perspectives. The concept of the Balanced Scorecard is to reduce the goals and measures used in the company's vision and strategy, using the four perspectives as a framework used to carry out supervision in achieving goals[13].

The Balanced Scorecard emerged as an improvement over the traditional performance appraisal that focused on financial performance. Performance using the Balanced Scorecard becomes more comprehensive, covering financial and non-financial measures by directing the attention and efforts of personnel to non-financial targets, namely: Learning and growth, customers, and internal business processes[14].

2.6 SWOT Analysis

SWOT analysis has long been known and used to analyze a condition of business competition by management experts. So important is that almost no feasibility study can be well received before including a SWOT analysis. SWOT (Strength, Weakness, Opportunity, and Threat) is the best way to focus marketing strategy on a way that will drive business growth and optimal profit. SWOT stands for: Strengths (what are the positive attributes of your company, product, or service?), Weaknesses (what are the negative attributes of your company, product, or service?), Opportunity (where is the market opportunity for your product or service?), Threats (what are the main threats to your company?) [15]The SWOT methodology and many of its based

tools used so far are highly static, being used for a single project that is stable and less dynamic [16].

SWOT MATRIX	Strenghts (S)	Weaknesses (W)
Opportunities (O)	SO Strategy Create strategies which use the power (strength) to exploit the opportunities	WO Strategy Create strategies which minimizes weakness for exploit the opportunities
Threats (T)	ST Strategy Create strategies which use the power (strength) to overcome the threat	WT Strategy Create strategies which minimizes wekaness for avoid threat

Figure 2: SWOT Matrix

The decision-making process is always associated with the development strategy of the company's mission, goals, strategies, and policies. Therefore, the planning strategy must analyze the company's strategic factors (strengths, weaknesses, opportunities, and threats) in current conditions. SWOT analysis compares the opportunities of external factors (opportunities and threats) with internal factors (strengths and weaknesses) [17]. The SWOT matrix is a tool for compiling the company's strategic factors. This matrix describes how the opportunities and threats faced by the company can be adjusted to the company's strengths and weaknesses to achieve the expected goals.

2.7 Related Work

Assess the Bike-Sharing Business by creating a Business Model (Assessing Bike-Sharing Business Model). Using the Business Model Canvas method, analyzing questionnaire data, and designing an application system, the results of this study get the results of a business for sharing bicycles that are suitable and suitable for use in the campus area[9].

Designing an IT strategy map that is aligned with the IT strategy and performance measurement in support of the company in supporting the company's goals. This research includes data analysis, and information gathering, measuring performance using the Balanced Scorecard and producing a measurement, a clear and effective calculation that helps management to understand how far the performance is from the company's goals and make the right decisions to improve or maintain the company's overall performance[13].

The value of customer service is a fundamental dimension of a company's business model, which in this study uses a method that examines the relationship between the fundamental dimensions of the business model and the amount of sales revenue. A study conducted on TFL sector

companies shows that the right set of logistics services offered is a very important dimension of the company's business model, namely the value of service to customers[8].

The next research is the identification of EA principles using SWOT analysis. This study uses the SWOT analysis method to identify core competencies to determine the direction of the organization by analyzing and positioning the organization's resources and environment in four areas: Strengths, Weaknesses, Opportunities, and Threats. The results of the SWOT analysis method provide the following results: 1. Improve HR competence 2. Increase many promotional activities 3. Develop flexible and user-friendly websites 4. Improve work communication between departments[17].

3. RESEARCH METHOD

3.1 Framework of Thinking

This research was conducted at the company PT XYZ, which is one of the content providers companies in Indonesia. The main business of this company is selling various content such as e-books, ringtones, premium wallpapers, HTML 5 games, the current business processes are still lagging developments in today's world. With the development idea from the author, it is hoped that it can help business development and provide added value for the company.

The whole of this research is basically an analysis, investigation, and a plan to take the company in a better direction. The series of frameworks that will be carried out by the author will be described as shown below:
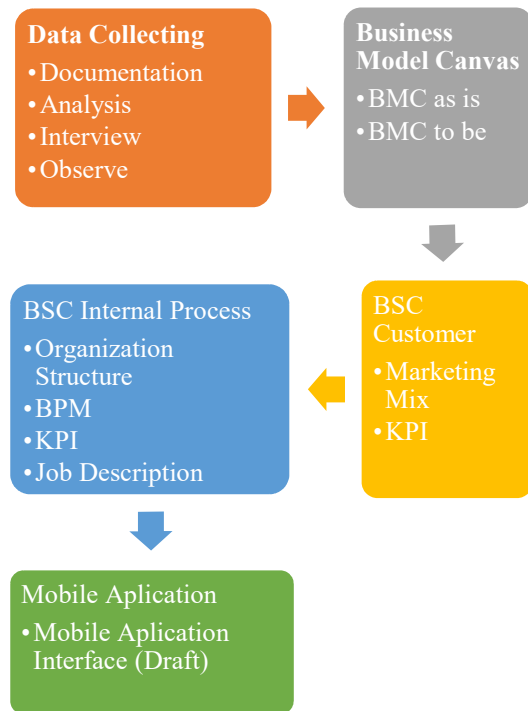
Figure 3: Framework of Thinking

The process of data collection process begins with data collection through observation of company activities, interviews with company employees who can be key to company operations, analyzing related company documents. From the data collection obtained, the authors will develop a business pattern and market needs for the business run by the company. The author will also explain about the company's vision and mission, so that it can review the business needs in outline, identify products to be sold to the public, internal and external factors that affect the company. Then the data that has been collected will be mapped on the "as is" business model canvas. Next, a new business plan will be made using the "to be" business model canvas, a comparison between the old business model and the new business plan.

3.2 Collecting Data Method

3.2.1   Observe

In this stage the author will try to make observations about the products that will be sold by the company by trying how the user journeys, and experiences as users to be able to use and enjoy products from PT.XYZ.

3.1.2   Interview

The interview process will be conducted in two directions to employees who are considered to have control over the overall running of the company,

such as product managers, digital marketing managers, content managers, and company owners. The following questions will be asked:

1) What is the organizational structure of the company?
2) How many employees are there in company?
3) Explain the function of each organizational structure in the company?
4) Who are the stakeholders in the company, and what is the role of each stakeholder?
5) What products does company sell?
6) Are their specific packages sold by the company?
7) Are their specific packages sold by the company?
8) What platforms support the company's sales the most?
9) Do the company's product sales use full digital or semi-digital?
10) How is the sales and after-sales process run by the company?
11) What are the obstacles faced in selling the product?
12) What are the company's vision and mission?
13) What are the obstacles faced by each division of the company?
14) What are the expectations of the company owner for each division in the company?

3.1.3   Analysis

After getting data from observations and data from interviews, the author will conduct an analysis which will later become supporting data to create a series of new business processes that will be implemented by the company.

3.1.4   Documentation

The documentation method is done by collecting data from print media, newspapers, and so on. This method serves as a complement to the required data.

3.3 Business Model Design Method

This method is done by designing a "to be" business model canvas which will be compared with the "as is" business model canvas, to see the differences and comparisons between the old set of business models and the new business model. The Business Model Canvas "as is" is the previous business model, while the "to be" Business Model Canvas is the business model after it, so with this

design the author can map the changes that will be made.

3.4 Balance Scorecard

After getting data and a complete picture of each element in the Business Model Canvas, the next author will discuss business design according to the perspective of the Balanced Scorecard. The perspectives that will be discussed are the Customer Perspective (customer perspective) and the Internal Business Process Perspective (internal business process perspective). In the discussion of the Balanced Scorecard from the customer perspective, it will be designed using the Marketing Mix and the indicator to be measured is the Key Performance Indicator from the company's customer side.

3.5 Marketing Mix

To create a company strategy that will achieve success in terms of revenue and profit, it will use a 7p marketing mix strategy consisting of: 1. Products; 2. Prices; 3. Promotions; 4. Places; 5. People; 6. Process; 7. Physical Evidence. for new, undeveloped software programs.

3.6 Business Process Modeling Notation

BPMN is a flow chart method that models the steps of a business process from upstream to downstream. BPMN is a key business process that will be visually described using a detailed sequence of business activities and information flows that will be required by a company or organization to complete a process.
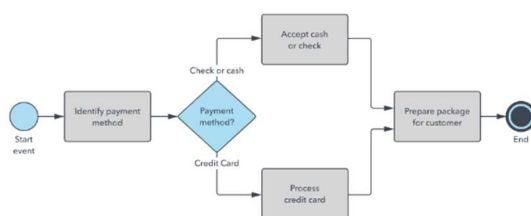

Figure 4: BPMN Flow

4. RESULT AND DISCUSSION

4.1 Interview Result

This interview stage aims to find out more specific information about how the company is currently running, what are the difficulties faced so far, and various specific views on all current business processes. Talking about the current company structure, the results of the interview said that the number of employees of the company is currently in the small category. Consists of 32 people, consisting of several divisions. For now, the divisions in the

company are marketing division, business development division, IT division, finance division, HR division, content division, and community division. Of course, each division has an important role, and for now the division that has the most members is the community division and the content division.

Each of each division in the company has a different function. The marketing division serves as the main spearhead in this company because all incoming income from the company depends on the performance of this division. The main task of this division is to carry out digital campaigns to attract customers to enter the company's corporate portal, calculate LTV (Live Time Value) from each customer, which later aims to calculate ROAS (Return of Ad Spend). Then the next task of this division is to collaborate with affiliated companies in various countries to become company partners and help run digital campaigns that cannot be carried out by internal teams, such as push notification campaigns, programmatic advertising, and others.

The next most important role is held by the content division. The role of the content division is to filter all content provided by license holders, to translate content in games and e-books. Usually, the most frequently translated languages are Chinese > Indonesian, English > Indonesian, Japanese > Indonesian. In addition to translating content, this division also filters images that are inappropriate for display in games or e-books that are intended for users aged 17 years and under.

One of the most unique divisions within the company is the community division. This division is quite unique in terms of function, and not all content provider companies do not have this division. The main task of this division is to interact directly with customers, creating a community forum where all customers can interact through digital communication. The main goal is to build a bond between the customer and the company. In addition, the next task of this community division is to plan online and offline events that are held in various places in each country and look for KOL (Key Opinion Leader) that is suitable for every game in the company.

PT XYZ owns 100% of the products sold are digital content, and all of them are sold using digital payment methods. The products sold by the company include Games, E-Books, Ringtones, and some premium wallpapers. All content/products sold by the company have official permission from the respective manufacturers. The current flagship

products sold by the company are mobile games, and e-books, because these 2 contents have very high demand in several countries. The packages offered by the company vary depending on the type of product, but in general, because the main business model is a subscription system, the company usually offers a free subscription for the first 1 week to give users the opportunity to enjoy the content.

In 2018 the number of new users enjoying content has started to decline considerably, this additional figure is seen in the company dashboard which explains in detail the decrease in the number of new users within the company. This happens because the method used is quite outdated, namely the payment method that still uses credit. There are many factors that cause users to be reluctant to use credit for transactions, for example: users are afraid of fraud that is rife, especially in Indonesia. Furthermore, using this credit is very risky when a system error occurs, where the user's credit will continue to be cut off when the user has unsubscribed.

The biggest obstacle today is where every company wants to run a service, the company must work with a telecommunications company first. This is because the payment system must be via credit, which means it must be directly handled by the telecommunications company. The company's revenue was reduced because now the profit sharing to telecommunication companies is quite large. Furthermore, the vision of the company is to become the largest content provider, especially mobile games in Asia Pacific, and to become one of the content providers companies that has high credibility and is trusted by various parties. To support the company's vision, the company's current mission is to continue to develop the best products for the market, provide the best services that adapt to market developments and demands.

The results of the interview confirm that the company always conducts townhall meetings every 6 months, where there are sharing sessions and statements from company owners/stakeholders. Of course, the desire of the owner of the company is that each division can innovate more and is required to be more creative in developing the products to be offered, with the hope that later the company will be able to compete more and become a market leader in the market. This hope has become the main mission of all divisions to date.

4.2 Observe

At this observation stage, the author tries to collect some data related to the results obtained from

the previous period, where the purpose of this observation is to find out the advantages and disadvantages that occur in real. For this reason, some samples of data that are directly taken are: 1. The growth of the number of new subscribers/customers who enjoy content, 2. The flow of each user who enters the content service. This data is an important reference for the author to design a new business model required by the company. The following is a record of the growth in the number of new users recorded from 2019 to 2021 in several services running at the PT XYZ company.

Table 1: New User Growth Data

GAMER HEAVEN	
Date	**New User Growth**
Jan-19	197.653
Feb-19	107.394
Mar-19	16.913
Apr-19	175.240
May-19	64.871
Jun-19	37.716
Jul-19	131.170
Aug-19	140.629
Sep-19	38.831
Oct-19	24.417
Nov-19	726
Dec-19	517
Jan-20	226
Feb-20	-
Mar-20	-
Apr-20	-
May-20	80
Jun-20	7.681
Jul-20	13.951
Aug-20	13.872
Sep-20	15.107
Oct-20	37.259

Nov-20	47.927
Dec-20	50.019
Jan-21	83.036
Feb-21	16.519
Mar-21	2.687
Apr-21	-
May-21	2.700

GamerHeaven is one of the services run by the company, in this portal all customers can enjoy hundreds of mobile games consisting of many genres, and types of games that adjust to the age of each customer. There was a decline in November 2019 to May 2020, where the total number of new customers decreased by more than 80%. This is because the service had to be discontinued due to the many complaints that came in, and it was recorded at the telecommunications company where the service was registered. This is because many customers unconsciously subscribe because they enter the website through internet campaigns. Then in March to May 2021, there was a decline of 70%.

The results of further observations, the author tries to see how the marketing flow that has been running so far, how the process from the first time the customer enters the website to finally subscribe, this data is expected to later be a reference to improve the new marketing flow that exists in the next business model, here are data flow that occurred from January 2021 to July 2021. From a sample of 1000 customers who entered the website, there were 20% of customers who tried to do a trial game, from 20% of the number of customers who tried there were 4% who in the end became customers who subscribed to the content, is shown in Figure 5.

Manuscripts must be in English (all figures and text) and prepared on Letter size paper (8.5 X 11 inches) in two column-format with 1.3 margins from
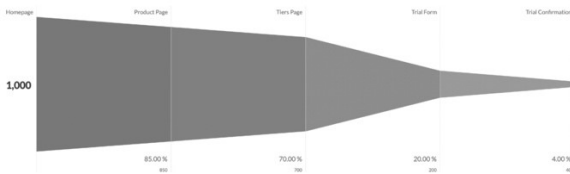

Figure 5: User's Flow

From all the data that has been described above, it shows that the concepts and business models that are currently running are no longer able

to follow the wishes and desires, as well as the behavior of customers.

4.3 BMC "As Is"

Based on the results of interviews and observations with the company, the current business model can be described in the Business Model Canvas as shown on *Table 2*. Based on the "as is" business model canvas mapping, as well as several series of activities that have been carried out previously, the author will try to enter the next stage, namely analysis, to see various shortcomings and things that can be improved.

4.4 SWOT Analysis

After conducting a series of analyzes starting from interviews, observations, both observing from the side of product development and observations with employees at PT XYZ, collected data which can then be mapped in the form of a business model canvas diagram. Through this diagram, it can produce an analysis of the internal strengths and weaknesses of the company. The following are the results of the SWOT analysis of the company PT XYZ, on *Table 3*.

From the analysis that has been described in the table above, the following things can be concluded by the author:

1) Opportunities to reach a much wider range of customers are possible.

2) Opportunities for improving customer service can be increased, and customer confidence in the product and business will be higher.

3) Opportunity to increase the company's revenue because the company's channels are wider and more numerous.

4) Opportunities for business expansion are very possible because business cooperation is becoming more and more unlimited.

5) Opportunity to maximize work processes, especially the financial division, because the source of income from the company goes directly to the company's wallet/account

6) Opportunities for companies to maximize the number of available resources.

4.5 BMC "To Be"

Based on the business mapping that is currently running in the company in the form of a Business Model Canvas diagram "as is", and then a

SWOT analysis is carried out to see the advantages and disadvantages that exist in the current business processes, the author will try to design a business model that just using the Business Model Canvas "to be" diagram. Here is the design of the "to be" Business Model Canvas, see on *Table 4*.

4.6 Comparison of BMC "as is" & "to be"

See the comparison on *Table 5*. From the data presented in the table above, there are several similarities and differences that can be found. The similarities that exist in the old business model can provide benefits for the new business model, the differences that exist in the new business model aim to make changes and developments for the better for the company. In terms of Key Activities and Revenue Stream there is no difference, because in terms of products and packaging that is sold is still the same. The most significant differences are in the Value Proportion and Key Partner sections.

In the new business model, the company does not only offer premium content, but also offers customers to enjoy premium content with very varied payments and each customer can enjoy the content through a compact application that can be used on all devices. In terms of Key Partners, with the new business model, companies can establish business partnerships with various companies, ranging from payment gateway companies, 3rd Party marketing, and others. This can provide an opportunity for the company to further develop its business.

4.7 Balance Scorecard

To evaluate before this design is applied by the company, the authors take measurements using a balanced scorecard. There are several points of view when evaluating using a balanced scorecard, such as: financial perspective, customers perspective, internal business processes perspective, and learning and growth perspective. However, in this study, the author will evaluate from a customer perspective only, this is because the discussion of business problems is more directed at customer satisfaction and trust in the content provider business model.

4.7.1 BSC – Customers Perspective

1. Marketing Mix

The target market of this content provider company is divided into several groups, ranging from children, teenagers & adults. Broadly speaking, children's content is more intended for education, and teenagers & adults are more intended for entertainment. To achieve business goals, the following is the 7p marketing mix:

a) Product

The important thing that must exist in a company is the product. For that, companies must design in such a way about how to create a product. A good product is a product that can answer and satisfy customer desires. In this business, the products offered are digital content consisting of mobile games, e-books, videos, ringtones, and premium wallpapers.

For mobile games, the games offered can run on 2 OS (Operator System), namely Android and IOS. This game can later be directly enjoyed in 1 application, each customer only needs to download 1 (one) main application and is free to play various kinds of games without having to download. The Mobile Games that will be provided consist of various types of genres, ranging from RPG, 3D Game, Fun, Action, Adventure, Sports, Strategy, Puzzle, and many more. Each game will of course have a different market. Mobile games in the application can later be played by many people at the same time / multiplayer, and there are also single games that are only played by one person.

E-books and wallpapers themselves will be more intended for children and teenagers, for e-books there will be many types of e-books that are playful while learning. Later parents who want their children to get a less formal type of learning can download various kinds of e-books in this application. This e-book will also consist of interactive audio, where customers will be more entertained by enjoying images plus sound that can support the image of each customer. For premium wallpapers and

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ringtones, they are only secondary products, which are used as variations to increase customer satisfaction.

b) Price

With a package price consisting of 3 types of packages, where each customer can choose a package that suits the needs of each customer. In addition, in every package provided by this business, every customer can try to use the application and enjoy the content for free for the first 7 days. However, while in the free trial period, each subscriber cannot enjoy the full content. Looking at the competitor's side where there is no content provider that has launched applications related to mobile games, the package price is not a problem if the products provided can satisfy customer needs.

c) People

People here means HR (Human Resources) in the company. The founder and CEO of this content provider company, who will occupy the highest position in the company, is expected to provide good direction and decisions for the company and for all employees. In addition, the head of each division can channel the goals of the company to the entire team, providing direction so that everything can run within one framework towards the company's vision. In addition, all employees within the company must follow the SOP (Standard Operation Procedure) that has been determined by the company, so that all activities within the company can run properly and correctly.

d) Place

Because all transactions from the company are carried out digitally, the location of the office is not an important factor related to

customer satisfaction. However, the company must have a proper location and place to be an office, where all employees can work comfortably. The location of the server where all databases and applications are stored will be one of the most important factors in the company. The ideal server for the long term for the company is a server that can accommodate large capacity, fast access, and the price can adjust to the costs determined by the company.

e) Promotion

Broadly speaking, the biggest activity that will contribute to online activity is by running Google Ads campaigns. Google Ads is one of the best channels that can support this designed business plan, because Google Ads is one of the channels that can target customers who are in the "in-Market Audience" category, and Google Ads is one of the platforms that has the largest network. in this world. In-Market Audience itself has an understanding where this is a category of customers who already have specific interests and needs

Social paid to be used consists of Facebook Ads & Instagram Ads. The division of functions from this platform is 70% used to get new customers, and 30% is used to do branding/awareness. Instagram, which has now been acquired by Facebook, makes the advertising process on these two platforms even easier, only using 1 dashboard to run campaigns on both platforms.

KOL (Key Opinion Leader) or more often referred to as an influencer, is one of the effective strategies that can be used to increase brand awareness of the product that will be introduced to customers. Seeing the tendency of customers in

Indonesia to follow their role model, the Key Opinion Leader is an effective choice.

f) Physical

To prove that all the strategies described above are running well and achieving company goals, some data analysis is needed as supporting evidence. Here are some points that are used as material to analyze the success of the strategy:

• Cost Per Acquisition (CPA). Is the cost needed to get one customer who subscribes to the product presented. Where later this designed business already has a maximum number for CPA in one period.

• Lifetime Value (LTV). Represents how much value is generated from each customer and is averaged over a period. This LTV value will later be compared with CPA, and must be greater so that the company can make a profit

• Rating Applications. Where each customer can provide their assessment of the application built by this business plan. The company will set a minimum rating limit that must be obtained to measure the success of a marketing campaign

• Referral program or member get member, where this can be evidence of the success of the marketing strategy that has been implemented.

• Monthly Active User & Daily Active User. Calculating how big the growth of active users in the application, as well as measuring the success of the marketing strategy being implemented.

g) Process

The process is one of the next benchmarks to measure the success of the marketing that is run. The success of this process will be measured through:

• How many complaints came from customers during one period.

• Speed in responding to incoming complaints.

• How successful the gamification provided by the marketing party is.

2. Key Performance Indicator

Table 6: Key Performance Indicator

NO	TUJUAN	PENGUKURAN	TARGET
1	Peningkatan kepuasan pelanggan	Jumlah laporan pengaduan/keluhan pelanggan	Menurun 20% setiap Tahun
		Application Rating	Minimal 4.6 untuk IOS & Android
2	Peningkatan loyalitas pelanggan	Jumlah pelanggan memperpanjang langganan	50% dari pelanggan aktif memperpanjang langganan, dan bertumbuh 10% setiap tahunnya
		Jumlah *Monthly Active Users*	Meningkat 20% per tahun
3	Peningkatan pendapatan per pelanggan	*Cost per Acquisition*	Menurun 3% per tahun
		Life Time Value	Meningkat 15% per tahun
4	peningkatan pelanggan baru	Jumlah registrasi	meningkat 30% per tahun
5	Harga dan produk yang bersaing	Promo paket *bundling*	improvisasi paket bundling minimal 2x satu tahun
		Harga paket	Lebih rendah 3% dari kompetitor
6	Kecepatan pelayanan pengaduan	waktu menyelesaikan pengaduan	maksimal 3 hari kerja

4.7.2 Internal Business Process Perspective

To support the business plan process that has been described previously, the following is the design of the new PT XYZ organizational structure.
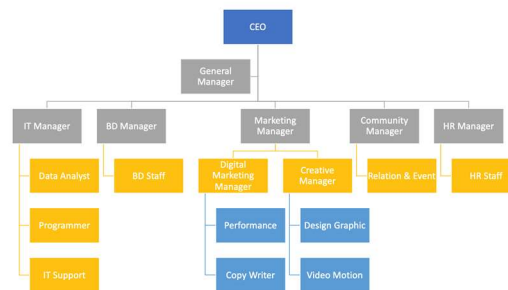

Figure 6: Organization Structure

4.7.3 Business Process Modeling

In carrying out activities related to company operations, a business process, standard operating procedure (SOP) and work instructions are needed. Business processes will be determined and agreed

upon as stated in the Business Process Model Notation (BPMN) 2.0 below.

1) Register

This process starts when the customer first logs into the application. Before ordering packages in the application, customers must first register. Registration methods are available in 3 types, namely: 1. Registration via email, 2. Registration via telephone number, 3. Registration via Facebook.
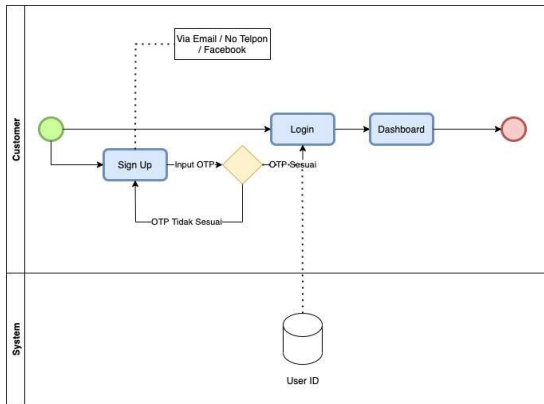

Figure 7: BPMN Register

2) Subscribe

Before being able to enjoy the content in the application, customers must first choose a subscription package and make a payment. Payment methods can be via credit card, e-money, bank transfer or credit.
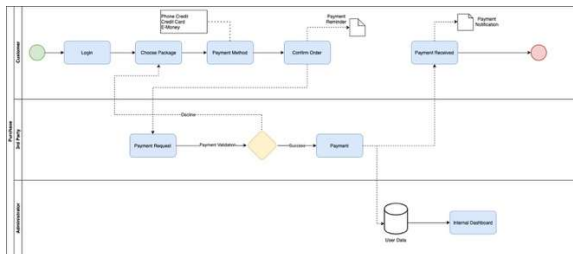

Figure 8: BPMN Subscribe

5. CONCLUSION

This paper begins by explaining how content provider companies run their business, starting with what platforms they use and how they have run their business so far. Seeing the problem of fraud that often occurs and the enormous business potential, in this paper the author tries to create a new series of business models using methods that have been used by several previous studies. The business model canvas design has been compared with the previous business model design, which is then analyzed using a SWOT analysis. Then the customer perspective Balance Scorecard is used to re-validate the new business model that has been designed. The design of this new business model is expected to increase consumer confidence in the subscription content service from the company PT XYZ, using an application-based platform, and more varied payment methods providing flexibility for consumers to enjoy this service. In terms of business development, with the new business model that has been created, it is easier for companies to carry out developments that adapt to current technological developments.

It can be concluded that the application-based content provider business model is attractive to run, for several reasons as follows:

1. Can increase customer confidence in the services provided by the company PT XYZ. Due to payment methods and features where customers can directly talk to customer support.

2. Can help companies to keep innovating following technological developments.

3. This new business design can help increase customers, because the planned platform is more general than before, namely using applications for all devices using Android & IOS OS.

For further development, the following suggestions from the author:

1. Start collaborating with more content producers in the country and abroad, to be able to enrich the content in the application.

2. This design can be forwarded to the programming section, based on the business model design that has been described.

3. This business plan can be developed into a mobile games platform using Cloud-based Virtual Reality (VR).

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Table 2: BMC "As Is"

Key Partners:	Key Activities:	Value Proposition :	Customer Relationships:	Customer Segments:
1. Local telecommunications companies in each Country 2. Content produser	1. Selling Mobile Game Content 2. Selling E-book content 3. Selling Premium Wallpapers **Key Resources:** 1. Website 2. Office 3. Employees 4. Legalities	1. Offers premium content that is officially licensed, and is the only Disney content provider in Southeast Asia (mobile games and e-books only) 2. Offers subscription packages at affordable prices, where users can enjoy all premium content without restrictions. 3. Offering a variety of premium content in 1 website/platform. 4. A very easy payment method using credit.	1. Customer support service 24 hours a day via email. 2. Unsubscribe at any time, without being penalized. **Channels:** 1. Digital advertising through Google Ads and Social Paid. 2. Programmatic advertising (Banners and Videos). 3. Advertisements from telecommunications companies through the official website of each provider.	1. Children aged 7-13 years. 2. Male/Female age 13-35 years. 3. Men/Women who are included in the gamers category. 4. Customers who use certain telephone providers

Cost Structure:	Revenue Streams:
1. Cost per activation/ per number of people subscribed 2. Website and network maintenance costs 3. Profit sharing with telecommunications companies 4. Employee salary costs 5. Office rental fees 6. License renewal fee	1. First registration fee for subscription 2. Content subscription renewal fee

Table 3: SWOT Analysis

NO	BMC ELEMENT	STRENGHT	WEAKNESSES	TREATS	OPPORTUNITIES
1	*VALUE PROPOSITION*	As one of the official content provider companies that was founded in 2003	Several local content providers have started selling by holding playing licenses from several major content producers	Content provider companies are starting to compete fiercely on price	With the mobile application, it is hoped that it will be easier to promote products
		Selling various types of content in several major countries in Southeast Asia		Several large content provider companies have started implementing other payment methods other than credit	With the mobile application, it is hoped that you can get to know the customer journey, the pain points of each user, and the obstacles they face
		Official license holder of some of the world's largest content producers such as Disney, and others.			With the mobile application, it can increase the convenience for users to enjoy content
2	*CUSTOMER SEGMENT*	Many customers can be achieved because the content offered has a very large segment	Difficult to target customers due to different targets based on the type of provider used	Certain customers who feel uncomfortable and do not want to make payments via credit	With the mobile application, and more varied types of payments, it will make it easier to target customers, and increase customer confidence in the product.
3	*CHANNELS*	There are quite a lot of alternatives in accordance with cooperation with local telecommunications companies that have large databases	Access channels are not owned by themselves, directly connected to telecommunications companies, and several 3rd parties companies	There are frequent policy changes in targeting customers, making some system changes that take a long time	With the mobile application, companies can have their own channel, wider than the current channel.

NO	BMC ELEMENT	STRENGHT	WEAKNESSES	TREATS	OPPORTUNITIES
4	CUSTOMER RELATIONSHIP	The relationship between customers is well served / Good reputation that has been established with customers	Customer relationship service cannot be done directly, it must be through a telecommunication company that cooperates		The service can be managed independently, by using a mobile application it can bring the latest features that can increase customer engagement
5	REVENUE STREAM		a decrease in the number of subscribers which causes a decrease in monthly revenue	if the decline continues, the company will lose	With the mobile application, the level of customer trust, customer targeting is better, and the company can be competitive again in the market
6	KEY ACTIVITIES	Business is running smoothly and well so far	The process of collecting revenue from technology companies takes a long time		With the mobile application, the activities of the finance department will automatically become shorter, because all income will go directly to the company's wallet
7	KEY RESOURCE	The current number of employees is able to accommodate all company activities	The continuous decline in the company's revenue causes the number of employees to be inefficient / Customer resources are still limited with certain providers only		With the mobile application, the resources of customers are unlimited
8	KEY PARTNER	Cooperating with major telecommunications companies in Indonesia such as: 3Hutch, Telkomsel, and Indosat			The new business model will open up opportunities to cooperate with various large companies that are not only focused on telecommunications companies
9	COST STRUCTURE	The company's long experience in the world of content providers will increase the ability to manage costs well	The lower the customer interest, the higher the cost needed to get 1 customer	The increase in costs/customers makes it possible to exceed Lifetime Value/customers	

Table 4: BMC "To Be"

Key Partners:	Key Activities:	Value Proposition :	Customer Relationships:	Customer Segments:
1. Local telecommunications companies in each country. 2. Payment gateway companies. 3. Content producers.	1.Selling Mobile Game Content 2.Selling E-book content 3.Selling Premium Wallpaper **Key Resources:** 1. Website 2. Application 3. Office 4. Employees 5. Legality	1. Offers premium content that is officially licensed, and is the only Disney content provider in Southeast Asia (mobile games and e-books only) 2. Offers subscription packages at affordable prices, where users can enjoy all premium content without restrictions. 3. Offering a wide variety of premium content in a multi-platform that is easy for users to access. 4. Become one of the content services based on mobile apps. 5. Premium content services with very varied payment methods. 6. Super-fast content access service using the application.	1. Customer support service 24 hours a day via email. 2. Unsubscribe at any time, without being penalized. 3. Live chat feature for complaints 24 hours a day. 4. Varied gamification. **Channels:** 1. Digital advertising through all digital channels 2. Programmatic advertising (Banners and Videos). 3. Promotion through Key Opinion Leader	1. Children aged 5-13 years. 2. Male/Female age 13-35 years. 3. Men/Women who are included in the gamers category. 4. Men/women who use android and ios smartphones.

Cost Structure: (Struktur Biaya)	Revenue Streams: (Arus Pendapatan)
1. Cost per activation/ per number of people subscribed 2. Website, application and network maintenance costs 3. Profit sharing with telecommunications companies 4. Employee salary costs 5. Office rental fees 6. License renewal fee	1. First registration fee for subscription 2. Content subscription renewal fee

Table 5: Comparison of BMC "as is" & "to be"

NO	BMC ELEMENTS	BUSINESS AS IS	BUSINESS TO BE	DETAILS
1	VALUE PROPOSITION	1. Offers premium content that is officially licensed, and is the only Disney content provider in Southeast Asia (mobile games and e-books only) 2. Offers subscription packages at affordable prices, where users can enjoy all premium content without restrictions. 3. Offering a variety of premium content in 1 website/platform. 4. A very easy payment method using credit.	1. Offers premium content that is officially licensed, and is the only Disney content provider in Southeast Asia (mobile games and e-books only) 2. Offers subscription packages at affordable prices, where users can enjoy all premium content without restrictions. 3. Offering a wide variety of premium content in a multi-platform that is easy for users to access. 4. Become one of the content services based on mobile apps. 5. Premium content services with very varied payment methods. 6. Super-fast content access service using the application.	Difference: A. - sell products only using credit - Selling products through websites that are connected to each provider B. - Sell products using a variety of payment method options - Selling products through 2 main platforms, namely websites and mobile apps
2	KEY ACTIVITIES	1. Selling Mobile Game Content 2. Selling E-book content 3. Selling Premium Wallpapers	1.Selling Mobile Game Content 2.Selling E-book content 3.Selling Premium Wallpaper	-
3	KEY RESOURCE	1. Website 2. Office 3. Employees 4. Legality	1. Website 2. Application 3. Office 4. Employees 5. Legality	**Difference:** In the new business model, there is an additional resource, namely Applications

NO	BMC ELEMENTS	BUSINESS AS IS	BUSINESS TO BE	DETAILS
4	KEY PARTNER	1. Local telecommunications companies in each country 2. Content producers	1. Local telecommunications companies in each country. 2. Payment gateway companies. 3. Content producers.	Difference: A. Only has 2 partners, namely telecommunications companies and content producers B. Not only telecommunications companies, but companies can collaborate with other local companies
5	CUSTOMER RELATIONSHIPS	1. Customer support service 24 hours a day via email. 2. Unsubscribe at any time, without being penalized.	1. Customer support service 24 hours a day via email. 2. Unsubscribe at any time, without being penalized. 3. Live chat feature for complaints 24 hours a day. 4. Varied gamification.	Difference: There is a live chat feature in the new business model, and some gamification that attracts more customers.
6	CHANNELS	1. Digital advertising through Google Ads and Social Paid. 2. Programmatic advertising (Banners and Videos). 3. Advertisements from telecommunications companies through the official website of each provider.	1. Digital advertising through all digital channels 2. Programmatic advertising (Banners and Videos). 3. Promotion through Key Opinion Leader	Difference: The promotion method in the new business model is becoming more widespread, because it can use KOL to increase awareness of the Brand.
7	CUSTOMER SEGMENTS	1. Children aged 7-13 years. 2. Male/Female age 13-35 years. 3. Men/Women who are included in the gamers category. 4. Customers who use certain telephone providers	1. Children aged 5-13 years. 2. Male/Female age 13-35 years. 3. Men/Women who are included in the gamers category. 4. Men/women who use android and ios smartphones.	Difference: In terms of targeting, targeting is still targeting the same customers, but with the new business model, the ways of targeting are limitless. Starting from only targeting based on the type of provider, to the type of OS used.
8	COST STRUCTURE	1. Cost per activation/ per number of people subscribed 2. Website and network maintenance costs 3. Profit sharing with telecommunications companies 4. Employee salary costs 5. Office rental fees 6. License renewal fee	1. Cost per activation/ per number of people subscribed 2. Website, application and network maintenance costs 3. Profit sharing with telecommunications companies 4. Employee salary costs 5. Office rental fees 6. License renewal fee	Difference: now the company's cost burden has increased from where there was no application, to having the cost to maintain and maintain applications.
9	REVENUE STREAMS	1. First registration fee for subscription 2. Content subscription renewal fee	1. First registration fee for subscription 2. Content subscription renewal fee	-