

Development of a Strategic Business Model for Event Organizers Using the Business Model Canvas: A Case Study of CV. Cipta Abadi Organizer

R Mochamad Daud Rizky F¹, Keni Kaniawati²

¹Magister Manajemen, Widyatama University, West Java, Indonesia, ²Sekolah Pascasarjana, Widyatama University, West Java, Indonesia

ARTICLE INFO

Article history:

Received 15 June 2026

Revised 20 June 2026

Accepted 24 June 2026

Available online 23 June 2026

Keywords

Business Model Canvas, Design Thinking, Porter's Five Forces, Value Proposition Design, Event Organizer, Business Model Development.



This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.

Copyright © 2025 by Author. Published by Yayasan Daarul Huda

ABSTRACT

The event organizing industry faces increasingly fierce competition amid changing customer needs, advancements in digital technology, and rising demands for service quality. These conditions are driving companies to continuously develop business models capable of creating added value and sustainable competitive advantages. This study aims to analyze the business model implemented by CV. Cipta Abadi Organizer and to formulate a strategic business model that aligns with customer needs and the dynamics of the event organizing industry. The study employs a qualitative approach using the case study method. Data were collected through observation, semi-structured interviews, documentation, and literature review. The analysis was conducted using Design Thinking, Porter's Five Forces, the Business Model Canvas (BMC), and Value Proposition Design (VPD). The results indicate that CV. Cipta Abadi Organizer has implemented nine elements of the Business Model Canvas; however, several strategic elements—particularly Value Proposition, Customer Relationships, Channels, and Key Partnerships—still require strengthening. An analysis of customer needs indicates that customers expect not only professional event management but also a creative,

innovative experience that provides added value. Meanwhile, an analysis of the competitive environment reveals a high level of industry competition, increasing customer bargaining power, and the emergence of various alternative event management services. Based on these findings, this study proposes the development of a strategic business model focused on strengthening the value proposition through one-stop event solutions, leveraging digital technology, enhancing customer relationships, and strengthening strategic partnerships.

ABSTRAK

Industri event organizer menghadapi persaingan yang semakin ketat seiring dengan perubahan kebutuhan pelanggan, perkembangan teknologi digital, dan meningkatnya tuntutan terhadap kualitas layanan. Kondisi tersebut mendorong perusahaan untuk terus mengembangkan model bisnis yang mampu menciptakan nilai tambah dan keunggulan kompetitif yang berkelanjutan. Penelitian ini bertujuan untuk menganalisis model bisnis yang diterapkan oleh CV. Cipta Abadi Organizer serta merumuskan pengembangan model bisnis strategis yang sesuai dengan kebutuhan pelanggan dan dinamika industri event organizer. Penelitian menggunakan pendekatan kualitatif dengan metode studi kasus. Data diperoleh melalui observasi, wawancara semi-terstruktur, dokumentasi, dan studi literatur. Analisis dilakukan menggunakan Design Thinking, Porter's Five Forces, Business Model Canvas (BMC), dan Value Proposition Design (VPD). Hasil penelitian menunjukkan bahwa CV. Cipta Abadi Organizer telah menerapkan sembilan elemen Business Model Canvas, namun beberapa elemen strategis, khususnya Value Proposition, Customer Relationships, Channels, dan Key Partnerships masih memerlukan penguatan. Analisis kebutuhan pelanggan menunjukkan bahwa pelanggan tidak hanya mengharapkan penyelenggaraan acara yang profesional, tetapi juga pengalaman yang kreatif, inovatif, dan memberikan nilai tambah. Sementara itu, analisis lingkungan persaingan menunjukkan tingginya tingkat persaingan industri, meningkatnya daya tawar pelanggan, serta munculnya berbagai alternatif layanan penyelenggaraan acara. Berdasarkan temuan tersebut, penelitian ini mengusulkan pengembangan model bisnis strategis yang berfokus pada penguatan proposisi nilai melalui layanan one-stop event solution, pemanfaatan teknologi digital, peningkatan hubungan pelanggan, serta penguatan kemitraan strategis.

INTRODUCTION

The event organizing (EO) industry is one of the service sectors experiencing rapid growth, driven by the increasing demand from various organizations, government agencies,

*Corresponding Author e-mail: mochamad.daud@widyatama.ac.id

companies, educational institutions, communities, and the general public for professional event management services. Advances in digital technology, shifts in customer behavior, and intensifying competition among service providers have spurred a transformation in this industry. The success of an event organizing company is no longer determined solely by its ability to execute events as planned, but also by its ability to create memorable experiences for customers and event participants. Therefore, companies are required to continuously innovate and develop adaptive business models to maintain their competitiveness and ensure the sustainability of their operations (Marlina, 2024).

Digital transformation has changed the way companies create, deliver, and capture value for customers. Today's customers expect integrated services, rapid communication, flexibility in event execution, and a more personalized experience. These changes require companies to adapt their existing business models. In addition, Liu et al. (2024) also found that digital capabilities and dynamic capabilities have a significant impact on a company's ability to innovate its business model and adapt to changes in the business environment.

The concept of business model innovation is currently one of the most widely used strategic approaches to enhance a company's competitive advantage. Business model innovation is not only related to the development of new products or services but also encompasses changes in how an organization creates value, delivers value to customers, and derives economic benefits from its business activities. Various studies indicate that companies capable of continuously innovating their business models are better equipped to navigate environmental uncertainty, technological changes, and the evolving dynamics of customer needs. Zhang et al. (2024) emphasize that business model innovation can enhance a company's strategic flexibility and strengthen its long-term competitiveness (Marlina et al., 2023).

In the context of the service industry, customer experience is one of the key factors determining an organization's success. Arkadan et al. (2024) state that a focus on customer experience significantly contributes to increased customer satisfaction, loyalty, and long-term organizational performance. These findings are supported by Keiningham et al. (2020), who state that customer experience is one of the main drivers of business model innovation, particularly in the service sector, where the value creation process is highly dependent on interactions between companies and customers.

The importance of the customer experience drives event organizing companies to deeply understand customer needs and design a value proposition that aligns with customer expectations. Osterwalder et al. (2014) explain that a value proposition must be built on an understanding of customer jobs, customer pains, and customer gains. In this context, Value Proposition Design serves as a relevant approach for identifying customer needs while designing solutions capable of delivering added value. Additionally, the Design Thinking approach is widely used to understand customer needs, generate innovative solutions, and enhance an organization's ability to respond to market changes quickly and effectively (Marlina et al., 2026).

In addition to addressing changing customer needs, event organizing companies must also contend with increasingly intense competitive pressure. Porter (2008) explains that the level of competition within an industry is influenced by five key forces: competition among firms within the industry, the threat of new entrants, the bargaining power of suppliers, the bargaining power of customers, and the threat of substitute products or services. In the event organizing industry, advancements in digital technology and relatively low barriers to entry have led to the emergence of many new service providers offering similar services. These conditions have increased customer bargaining power while simultaneously driving companies to continuously innovate in order to maintain their competitive advantage.

CV. Cipta Abadi Organizer is one such event organizing company facing these dynamics. The company must be able to respond to changing customer needs, advancements in digital technology, and increasing competitive pressure from various other event organizing service providers. Although the company has implemented various business strategies, a comprehensive evaluation and development of its business model are still needed to strengthen value creation and enhance the company's competitiveness. Therefore, a deep understanding of customer needs,

value propositions, and the competitive environment is essential as the foundation for formulating a more strategic business model (Saefulmilah et al., 2026).

Various previous studies have examined the Business Model Canvas, Customer Experience, Value Proposition Design, and Porter's Five Forces as standalone approaches. However, there is still a limited number of studies that integrate these various perspectives into a single comprehensive analytical framework for developing strategic business models in the event organizing industry. Most studies focus primarily on mapping business models, customer satisfaction, or competitive analysis separately, thus failing to provide a complete picture of the relationship between customer needs, customer experience, competitive pressures, and value creation within a single business model development framework.

Given these conditions, the research gap in this study lies in the limited integration of the concepts of the Experience Economy, Experiential Marketing, Porter's Five Forces, the Business Model Canvas, Design Thinking, and Value Proposition Design within a single analytical framework for the development of strategic business models in the event organizing industry. This study aims to address this gap by developing an approach capable of integrating customer needs, customer experience, competitive pressures, and the company's value creation process in a comprehensive manner.

The novelty of this study lies in the development of an Integrated Strategic Business Model Development Framework that combines the Experience Economy, Experiential Marketing, Porter's Five Forces, the Business Model Canvas, Design Thinking, and Value Proposition Design to generate strategic recommendations for enhancing value creation and sustainable competitive advantage in the event organizing industry. Unlike previous studies that examined these approaches separately, this study integrates all of them into a single comprehensive framework to support business model innovation and strategic decision-making within companies.

Based on the above, this study aims to: (1) analyze the business model implemented by CV. Cipta Abadi Organizer using the Business Model Canvas; (2) identify customer needs and competitive factors that influence business model development through the Design Thinking, Value Proposition Design, and Porter's Five Forces approaches; and (3) formulate a Strategic Business Model Development Framework capable of strengthening value creation, enhancing the customer experience, and supporting sustainable competitive advantage.

RESEARCH METHOD

This study employed a qualitative case study approach to explore the existing business model of CV. Cipta Abadi Organizer and to formulate a strategic business model that responds to customer needs and competitive challenges in the event organizing industry. The case study approach was selected because it enables an in-depth understanding of business phenomena within their real-world context and facilitates the exploration of strategic issues within a specific organizational setting (Creswell & Creswell, 2018; Yin, 2018).

The research was conducted at CV. Cipta Abadi Organizer, an event organizing company that provides integrated event management services. The company was selected purposively because it operates in a highly competitive industry and seeks to strengthen its business model to enhance customer value and organizational competitiveness.

The study utilized both primary and secondary data. Primary data were collected through direct observation of organizational activities, semi-structured interviews with the company owner and key personnel, and documentation of business processes. Secondary data were obtained from company reports, internal documents, industry publications, and relevant academic literature related to business model development and the event organizing industry.

Data collection techniques included observation, interviews, documentation, and literature review. Observations were conducted to understand operational activities and organizational processes. Interviews were used to obtain detailed information regarding customer needs, business challenges, competitive pressures, and opportunities for business development. Documentation and literature review were employed to support and validate the information obtained from primary data sources.

The collected data were analyzed using thematic analysis involving data reduction, categorization, interpretation, and conclusion drawing. The identified themes were subsequently mapped into several analytical frameworks used in this study to identify customer needs, competitive conditions, strategic issues, and opportunities for business model improvement.

The analysis was conducted in five stages. First, Design Thinking was employed to identify customer needs, customer pain points, and expected benefits through the empathize, define, ideate, prototype, and test stages (Brown, 2009). Second, Porter's Five Forces Analysis was utilized to evaluate the competitive environment of the event organizing industry, including the threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitute products or services, and rivalry among competitors (Porter, 2008).

Third, the existing business model was mapped using the Business Model Canvas (BMC), which consists of nine elements: Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure (Osterwalder & Pigneur, 2011). Fourth, Value Proposition Design (VPD) was employed to evaluate the alignment between customer needs and the value offered by the company through the analysis of customer jobs, pains, gains, pain relievers, and gain creators (Osterwalder et al., 2014).

Finally, the findings from all analytical stages were integrated to develop a Strategic Business Model Development framework aimed at strengthening the company's value proposition, customer relationships, marketing channels, strategic partnerships, core business activities, and revenue streams. The resulting framework serves as a strategic guideline for enhancing organizational competitiveness and business sustainability.

To ensure the credibility of the findings, source triangulation and methodological triangulation were applied. Source triangulation was conducted by comparing information obtained from interviews, observations, and company documents, while methodological triangulation involved comparing findings from different data collection techniques. These procedures enhanced the validity, credibility, and trustworthiness of the research findings.

RESULT AND DISCUSSION

Analysis of the Existing Business Model

The research findings indicate that CV. Cipta Abadi Organizer implements a business model focused on providing integrated event planning services (a one-stop event solution) by combining creativity, professionalism, and the use of digital technology. The company's business concept is geared toward providing memorable experiences (experiential entertainment) to customers through the organization of various events such as seminars, corporate gatherings, company anniversaries, festivals, music concerts, exhibitions, weddings, family gatherings, and community events.

Mapping the business model using the Business Model Canvas (BMC) shows that the company has developed nine key elements of its business model. In terms of customer segments, the company serves private companies, government agencies, state-owned enterprises (SOEs), educational institutions, communities, organizations, small and medium-sized enterprises (SMEs), and individual customers who require professional event planning services. This diversification of customer segments provides opportunities for the company to expand its market reach while reducing its dependence on a single customer group.

The value proposition element highlights that the company offers comprehensive event management services, ranging from event concept development and planning to implementation and post-event evaluation. The company also develops experiential entertainment concepts through the integration of digital technologies such as online registration systems, digital invitations, live streaming services, professional documentation, and customized event concepts designed to meet customer expectations. These services are intended to create added value and enhance customer experience throughout the event lifecycle.

In terms of channels, the company utilizes various digital and conventional communication platforms, including its website, Instagram, Facebook, TikTok, WhatsApp Business, and Google Business Profile. These channels are supported by promotion through

community networks, business partners, and media collaborators. The use of multiple communication channels enables the company to reach broader customer segments while facilitating interaction and information exchange with prospective clients.

Customer relationships are developed through intensive consultation before event implementation, continuous support during event preparation and execution, and post-event evaluation activities. This approach reflects the company's commitment to building long-term relationships with customers and improving customer satisfaction through personalized services and responsive communication.

Revenue streams are generated from various business activities, including event management services, sponsorship partnerships, ticket management, event equipment rental, documentation services, talent management, and digital promotional services. The diversification of revenue sources provides greater business flexibility and reduces dependence on a single source of income, thereby contributing to organizational sustainability.

The company's operations are supported by several key resources, including competent human resources, a creative team, a network of vendors and business partners, digital information systems, and organizational reputation. These resources enable the company to maintain service quality and support the successful implementation of various event projects. In addition, key activities consist of event concept development, marketing, vendor coordination, event execution, quality control, documentation, and post-event evaluation.

To support these activities, the company has established key partnerships with decoration vendors, sound system providers, lighting and multimedia suppliers, catering services, media partners, sponsors, photographers, videographers, security providers, and government agencies involved in event permitting processes. These partnerships play an important role in ensuring operational effectiveness and service quality. Meanwhile, the company's cost structure consists of fixed costs, such as office operations and employee salaries, as well as variable costs that are adjusted according to the characteristics and scale of each event project.

Customer Insight and Competitive Environment

The analysis of customer insight was conducted using the Design Thinking approach, which consists of the empathize, define, ideate, prototype, and testing stages. The findings reveal that customers increasingly expect event organizer services that not only ensure the successful execution of events but also provide memorable experiences, responsive communication, flexibility, and professional service quality. Customers seek service providers capable of managing the entire event process in an integrated manner, from concept development and planning to implementation and post-event evaluation. These findings indicate that customer expectations have shifted from merely seeking operational support toward obtaining comprehensive service experiences that create emotional and functional value.

The empathize stage identified that customers value convenience in consultation, effective communication, timely coordination, creative event concepts, and reliable event execution. Interviews and observations indicate that customers prefer event organizers capable of understanding their objectives and translating them into innovative event experiences. These findings suggest that customer decisions are influenced not only by price considerations but also by the value and experience offered by the company. This finding is consistent with the Value Proposition Design framework proposed by Osterwalder et al. (2014), which emphasizes that value creation should be based on customer jobs, pains, and gains. Furthermore, Petänen et al. (2024) argue that effective value propositions emerge from a deep understanding of customer expectations and perceived value, enabling organizations to create stronger customer relationships and long-term competitiveness.

During the define stage, several customer concerns were identified, including delays in coordination among vendors, limited innovation in event concepts, ineffective communication during event preparation, and the suboptimal utilization of digital technology to enhance participant experiences. These issues have the potential to reduce customer satisfaction and may affect customer loyalty if not properly addressed. Furthermore, increasing customer expectations regarding service quality require companies to continuously improve and innovate their service offerings. The findings suggest that addressing these customer pain points is essential for maintaining customer trust and sustaining long-term business relationships.

The ideate stage generated several strategic alternatives to enhance customer value, including the development of experiential entertainment concepts, optimization of digital platforms for registration and promotion, expansion of consulting services, and stronger collaboration with strategic partners and vendors. These alternatives were subsequently translated into a prototype service model emphasizing creativity, service quality, digital integration, and effective stakeholder coordination. The testing stage confirmed that customers responded positively to service concepts that combine innovative event experiences with efficient and professional event management. This finding supports the argument of Keiningham et al. (2020), who emphasize that customer experience has become a key driver of business model innovation because customers increasingly evaluate service providers based on the quality of interactions and overall service experiences rather than solely on technical outcomes.

The findings indicate that customer experience plays a central role in creating organizational value. Customers expect professional event management, creative event concepts, responsive services, high-quality documentation, timely execution, and effective problem-solving throughout the event process. These results support the Experience Economy perspective proposed by Pine and Gilmore (1999; 2011), which argues that experiences represent a significant source of economic value and service differentiation. This finding is further supported by Arkadan et al. (2024), who found that customer experience orientation significantly contributes to customer satisfaction, loyalty, and long-term organizational performance. Similarly, Batat (2022) emphasizes that experiential marketing and customer experience have become critical determinants of customer value creation in service industries. Similarly, Schmitt (1999) emphasizes that customer experiences generated through interaction, service quality, and emotional engagement contribute significantly to customer satisfaction and loyalty. Recent research by Arkadan et al. (2024) further confirms that customer experience orientation contributes directly to customer satisfaction, customer retention, and organizational performance. Therefore, customer experience should be considered a strategic resource that supports long-term business sustainability. This finding is also consistent with Rather et al. (2023), who highlight that customer engagement, value co-creation, and customer experience play important roles in strengthening customer relationships and organizational competitiveness.

In addition to customer analysis, this study evaluated the competitive environment using Porter's Five Forces framework. The results indicate that competition within the event organizing industry is relatively intense due to the large number of firms offering similar services. Competition extends beyond pricing and includes creativity, service quality, technological capabilities, innovation, and the ability to deliver distinctive customer experiences. These findings support Porter's (2008) argument that industry competitiveness is influenced by rivalry among existing competitors, threats of new entrants, bargaining power of customers, bargaining power of suppliers, and threats of substitute products. The findings also suggest that

differentiation strategies based on customer experience and innovation have become increasingly important in maintaining competitiveness.

The threat of new entrants remains relatively high because the event organizing industry requires limited physical investment and is increasingly supported by digital technologies. At the same time, customer bargaining power continues to increase as customers have access to numerous alternative service providers. Consequently, companies must continuously improve service quality and strengthen customer relationships to maintain competitiveness and customer loyalty. This finding is consistent with Kraus et al. (2023), who argue that organizations operating in dynamic markets must continuously innovate their business models to adapt to changing customer demands and competitive pressures.

The study also found that the company remains dependent on strategic partners such as decoration vendors, sound system providers, multimedia suppliers, catering services, photographers, videographers, and other supporting vendors. Therefore, effective partnership management becomes an important factor in maintaining service quality and operational efficiency. Furthermore, the growth of self-managed events and digital event platforms creates substitute threats that require continuous innovation and adaptation. Recent research by Dymitrowski and Mielcarek (2024) emphasizes that collaborative business ecosystems and strategic partnerships significantly contribute to business model innovation, organizational flexibility, and sustainable competitive advantage.

Another important finding concerns the increasing role of digital technology in shaping customer expectations and service delivery. Customers expect digital solutions that facilitate registration, communication, promotion, event participation, and post-event engagement. The integration of digital technology not only improves operational efficiency but also enhances customer experiences through greater convenience and accessibility. This finding supports Liu et al. (2024), who found that digital capabilities significantly influence business model innovation and organizational performance. Likewise, Jorzik et al. (2024) highlight that digital technologies and artificial intelligence have become important enablers of innovation and competitive advantage across service industries. Similar findings were reported by Bouwman et al. (2020), who concluded that digitalization significantly influences business model development and organizational adaptability. Furthermore, Sjödin et al. (2020) argue that digital technologies support service innovation and collaborative value creation between organizations and customers.

Overall, the results indicate that CV. Cipta Abadi Organizer's competitive advantage cannot be achieved solely through operational efficiency or pricing strategies. Instead, sustainable competitive advantage depends on the company's ability to create superior customer value, deliver memorable experiences, utilize digital technology effectively, and maintain strong partnerships with key stakeholders. Therefore, the findings from customer insight analysis and competitive environment evaluation provide the foundation for developing a Strategic Business Model Development framework through the refinement of key Business Model Canvas elements, particularly Value Proposition, Customer Relationships, Channels, and Key Partnerships, to better respond to market dynamics and customer expectations. These findings are also consistent with recent studies on business model innovation, which emphasize the integration of customer experience, digital transformation, strategic partnerships, and value creation as key determinants of long-term organizational success.

3.3 Discussion of Findings

The findings of this study indicate that the development of a strategic business model for CV. Cipta Abadi Organizer requires not only operational improvements but also a

comprehensive understanding of customer needs, competitive dynamics, digital transformation, and value creation processes. The Business Model Canvas analysis reveals that the company has established a relatively complete business model structure encompassing the nine elements of the Business Model Canvas. However, several strategic elements, particularly Value Proposition, Customer Relationships, Channels, and Key Partnerships, require further enhancement to strengthen organizational competitiveness and customer satisfaction. This finding is consistent with Liu et al. (2024), who found that business model innovation is strongly influenced by organizational capabilities to continuously adapt to changing customer expectations and market conditions. Similarly, Dymitrowski and Mielcarek (2024) emphasize that the integration of technology and organizational relationships plays a significant role in improving business model effectiveness and sustaining competitive advantage.

The results demonstrate that customers increasingly expect event organizer services capable of delivering not only successful event execution but also memorable and meaningful experiences. Customers no longer evaluate service providers solely based on operational performance but also consider emotional engagement, creativity, responsiveness, and overall event experience. This finding supports the Experience Economy perspective proposed by Pine and Gilmore (1999; 2011), which argues that experiences represent an important source of economic value and differentiation. Recent research by Arkadan et al. (2024) further confirms that customer experience orientation contributes significantly to customer satisfaction, customer loyalty, and long-term organizational performance. Moreover, Keiningham et al. (2020) emphasize that customer experience has become a central driver of business model innovation, particularly in service industries where customer perceptions and emotional engagement strongly influence organizational success. Therefore, customer experience should be viewed as a strategic asset rather than merely an operational outcome.

The study also confirms the relevance of Experiential Marketing theory in explaining customer preferences within the event organizing industry. Customers appreciate creative event concepts, responsive communication, innovative technologies, flexibility in handling event changes, and professional service delivery. These factors contribute substantially to customer satisfaction and increase the likelihood of repeat business and positive word-of-mouth promotion. The findings indicate that customer value is created not only through the successful implementation of events but also through meaningful interactions throughout the customer journey. This result is in line with Keiningham et al. (2020), who found that customer experience serves as a key driver of business model innovation, particularly within service-oriented industries where value creation depends heavily on customer interaction and perceived service quality.

Furthermore, the Design Thinking analysis highlights the importance of customer-centered innovation in developing sustainable business models. The identification of customer pains, gains, and expectations demonstrates that value creation should be based on a deep understanding of customer experiences rather than solely on internal organizational capabilities. The findings reveal that customers expect integrated event solutions, responsive communication, professional event management, and innovative event concepts tailored to their objectives. This finding supports Osterwalder et al. (2014), who emphasize that effective value propositions must address customer problems while generating meaningful benefits. Similarly, Petänen et al. (2024) argue that customer value propositions become more effective when they are designed based on a comprehensive understanding of customer expectations and value perceptions. Consequently, the proposed business model development should prioritize customer-centric value creation as a core strategic objective.

From a competitive perspective, the Porter's Five Forces analysis indicates that the event organizing industry is characterized by intense competition, increasing customer bargaining power, relatively low barriers to entry, and growing substitution threats from digital platforms and self-managed events. These conditions suggest that sustainable competitive advantage cannot be achieved through pricing strategies alone. Instead, organizations must continuously innovate and develop unique customer experiences that are difficult for competitors to imitate. This finding is consistent with Kraus et al. (2023), who argue that business model innovation enhances organizational adaptability and enables firms to respond more effectively to competitive pressures and environmental uncertainty. Likewise, Jorzik et al. (2024) highlight that innovation-oriented organizations are better positioned to sustain competitive advantage in rapidly changing business environments. Therefore, strategic differentiation through innovation and customer experience management becomes increasingly important for maintaining market competitiveness.

The findings also reveal the strategic importance of partnerships in supporting service quality and operational effectiveness. Strong relationships with decoration vendors, multimedia providers, catering services, photographers, videographers, security providers, sponsors, and other supporting partners enable the company to improve service reliability and operational flexibility. Strategic partnerships contribute to resource efficiency, service consistency, and the ability to deliver comprehensive event solutions. Recent research by Dymitrowski and Mielcarek (2024) emphasizes that collaborative business ecosystems and strategic partnerships are increasingly important drivers of business model innovation and organizational competitiveness. Therefore, strengthening key partnerships should become a strategic priority in future business model development initiatives.

Another important finding concerns the growing role of digital technology in enhancing customer experiences and operational efficiency. The utilization of digital platforms for registration, promotion, communication, documentation, and hybrid event management provides opportunities to improve service quality while expanding market reach. Digital technology also facilitates customer interaction, operational coordination, and service customization. This result supports Liu et al. (2024), who found that digital capabilities significantly influence business model innovation and organizational performance. Furthermore, Dymitrowski and Mielcarek (2024) emphasize that the integration of technology and collaborative business relationships contributes substantially to innovation capability and competitive advantage. Similarly, Jorzik et al. (2024) argue that digital technologies and artificial intelligence are becoming critical enablers of business model innovation across service industries. Therefore, digital transformation should be positioned as a strategic enabler for long-term business growth and competitiveness.

Overall, the findings suggest that sustainable competitive advantage in the event organizing industry is achieved through the integration of customer experience, innovation, digital transformation, strategic partnerships, and effective value proposition development. The combination of Business Model Canvas, Design Thinking, Value Proposition Design, Experience Economy, Experiential Marketing, and Porter's Five Forces provides a comprehensive framework for understanding business conditions and identifying opportunities for strategic improvement. Consequently, the findings of this study provide a strong foundation for developing a Strategic Business Model Development framework capable of enhancing competitiveness, creating superior customer value, and supporting long-term business sustainability for CV. Cipta Abadi Organizer.

Strategic Business Model Development

Based on the analysis of the existing business model, customer insights, and competitive environment, this study proposes a Strategic Business Model Development framework for CV. Cipta Abadi Organizer. The proposed framework aims to strengthen the company's competitive advantage through the refinement of key Business Model Canvas elements, particularly Value Proposition, Customer Relationships, Channels, and Key Partnerships.

The proposed Value Proposition emphasizes the development of experiential entertainment services that combine creativity, professionalism, and digital innovation. In addition to providing event management services, the company is expected to offer integrated event solutions through personalized event concepts, hybrid event services, digital engagement platforms, real-time event monitoring, and post-event analytics. This recommendation is consistent with Arkadan et al. (2024), who found that customer experience orientation significantly contributes to customer satisfaction and long-term organizational performance. Furthermore, Petänen et al. (2024) argue that effective value propositions must be designed based on a comprehensive understanding of customer expectations and perceived value.

The Customer Relationships element should be strengthened through the implementation of customer relationship management practices that support continuous interaction before, during, and after events. This strategy includes the development of customer consultation services, personalized communication, loyalty programs, post-event feedback systems, and digital customer engagement platforms. Such initiatives are expected to improve customer retention and increase repeat business opportunities.

In terms of Channels, the company should optimize digital marketing strategies through website enhancement, social media integration, content marketing, search engine optimization, online advertising, and digital event promotion. The increasing use of digital technology within the event industry requires organizations to establish effective communication channels that facilitate customer interaction and information accessibility. This recommendation aligns with Liu et al. (2024), who emphasized that digital capabilities play an important role in supporting business model innovation and organizational competitiveness. This finding is further supported by Clauss et al. (2021), who found that strategic agility and business model innovation significantly influence organizational performance in dynamic business environments.

The Key Partnerships element should focus on strengthening strategic collaboration with vendors, multimedia providers, sponsors, media partners, technology providers, and event-supporting communities. Strong partnerships enable the company to improve service quality, increase operational flexibility, and create additional value for customers. Dymitrowski and Mielcarek (2024) highlight that strategic partnerships have become important drivers of innovation and sustainable business model development in service-based industries.

The company should also strengthen its Key Activities by integrating digital technology into event planning, coordination, execution, monitoring, and evaluation processes. The adoption of digital platforms, customer relationship management systems, event management applications, and data analytics tools will improve operational efficiency while enhancing customer experiences. Recent studies suggest that digital transformation contributes significantly to organizational adaptability and innovation capability (Liu et al., 2024).

To support these strategic initiatives, Key Resources should be enhanced through continuous human resource development, technology investment, knowledge management, and organizational capability building. Human resources remain a critical factor in delivering high-quality services and creating innovative event experiences. Therefore, employee competency development should become a strategic priority for long-term business sustainability.

The proposed Strategic Business Model Development framework demonstrates that sustainable competitive advantage in the event organizing industry can be achieved through the integration of customer experience, business model innovation, digital transformation, and strategic collaboration. The framework provides practical guidance for CV. Cipta Abadi Organizer in strengthening its market position while creating superior value for customers. Consequently, the proposed business model is expected to improve organizational performance, customer satisfaction, and long-term business sustainability.

CONCLUSION

This study concludes that CV. Cipta Abadi Organizer has implemented a business model that incorporates all nine elements of the Business Model Canvas. However, the findings indicate that several strategic elements, particularly Value Proposition, Customer Relationships, Channels, and Key Partnerships, require further enhancement to improve organizational adaptability and competitiveness in the increasingly dynamic event organizing industry.

The analysis of customer needs reveals that customers no longer seek only professional event management services but also expect innovative, personalized, and memorable event experiences that provide greater value. Meanwhile, the competitive environment analysis demonstrates that intense industry rivalry, increasing customer bargaining power, the threat of new entrants, and the emergence of alternative event solutions require the company to continuously innovate and strengthen its competitive positioning.

Based on these findings, this study proposes a Strategic Business Model Development framework that focuses on strengthening the company's value proposition through integrated one-stop event solutions, digital technology utilization, customer relationship enhancement, and strategic partnership development. The proposed framework emphasizes the integration of customer experience, business model innovation, and digital transformation as key drivers of sustainable competitive advantage.

From a practical perspective, this study provides guidance for event organizer businesses in utilizing the Business Model Canvas as a strategic tool for evaluating and improving business performance. Furthermore, the integration of customer insight analysis, competitive environment assessment, and value proposition development offers a systematic approach for designing more adaptive and customer-oriented business models. This study also contributes to the growing literature on business model innovation in service industries by demonstrating how Business Model Canvas, Design Thinking, and competitive analysis can be integrated to support long-term organizational sustainability and competitiveness.

RECOMMENDATION

Based on the findings of this study, several recommendations are proposed for both practitioners and future researchers.

From a practical perspective, CV. Cipta Abadi Organizer should prioritize strengthening the four key Business Model Canvas elements identified in this study, namely Value Proposition, Customer Relationships, Channels, and Key Partnerships. The company is encouraged to develop integrated one-stop event solutions by combining creativity, customer experience, and digital innovation to better respond to evolving customer expectations and increasingly intense industry competition.

The company should also accelerate digital transformation across the entire event management process by implementing customer relationship management (CRM) systems, digital marketing strategies, online registration platforms, event analytics, and hybrid event services. These initiatives are expected to improve operational efficiency, strengthen customer engagement, expand market reach, and enhance overall business competitiveness.

Furthermore, strategic collaboration with vendors, technology providers, media partners, sponsors, and event-supporting communities should be continuously strengthened to build a collaborative business ecosystem capable of delivering consistent service quality, operational

flexibility, and greater customer value. Periodic evaluation of the business model is also recommended to ensure that organizational strategies remain aligned with changes in customer needs, technological developments, and market dynamics.

From an academic perspective, future studies are encouraged to extend this research by integrating Business Model Innovation, Digital Transformation, Artificial Intelligence, Customer Experience Management, and Sustainable Business Models into a broader analytical framework. Future research may also employ quantitative approaches, mixed-methods designs, or multiple-case studies involving organizations from different industries to examine the effectiveness and generalizability of the proposed Strategic Business Model Development Framework.

ACKNOWLEDGMENT

The author would like to express gratitude to all those who provided support during the course of this research. Special thanks are extended to the management and the entire team at CV. Cipta Abadi Organizer for providing the opportunity, information, and access to the necessary data throughout the research process. Appreciation is also extended to the academic advisor, family, and everyone who provided feedback and support, enabling this research to be successfully completed.

REFERENCES

- Arkadan, F., Macdonald, E. K., & Wilson, H. N. (2024). Customer experience orientation: Conceptual model, propositions, and research directions. *Journal of the Academy of Marketing Science*, 52(6), 1560–1584. <https://doi.org/10.1007/s11747-024-01030-6>
- Batat, W. (2022). Experiential marketing: Consumer behavior, customer experience and the 7Es. *Journal of Marketing Management*, 38(9–10), 845–864. <https://doi.org/10.1080/0267257X.2022.2032260>
- Bouwman, H., Nikou, S., Molina-Castillo, F. J., & de Reuver, M. (2020). The impact of digitalization on business models. *Digital Policy, Regulation and Governance*, 22(2), 105–124. <https://doi.org/10.1108/DPRG-07-2019-0063>
- Clauss, T., Abebe, M., Tangpong, C., & Hock, M. (2021). Strategic agility, business model innovation, and firm performance: An empirical investigation. *Technological Forecasting and Social Change*, 164, 120516. <https://doi.org/10.1016/j.techfore.2020.120516>
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Sage Publications.
- Dymitrowski, A., & Mielcarek, P. (2024). Innovation business model based on new technologies and company relationships. *Journal of the Knowledge Economy*, 15(4), 2341–2360. <https://doi.org/10.1007/s13132-023-01335-8>
- Jorzik, P., Klein, S. P., Kanbach, D. K., & Kraus, S. (2024). AI-driven business model innovation: A systematic review and research agenda. *Journal of Business Research*, 182, 114856. <https://doi.org/10.1016/j.jbusres.2024.114856>
- Keiningham, T., Aksoy, L., Bruce, H. L., Cadet, F., Clennell, N., Hodgkinson, I. R., & Kearney, T. (2020). Customer experience driven business model innovation. *Journal of Business Research*, 116, 431–440. <https://doi.org/10.1016/j.jbusres.2019.08.003>
- Kraus, S., Kanbach, D. K., Breier, M., Jones, P., & Hughes, M. (2023). Digital transformation and business model innovation: A systematic literature review. *Review of Managerial Science*, 17(2), 495–527. <https://doi.org/10.1007/s11846-021-00515-0>
- Liu, L., Cui, L., Han, Q., & Zhang, C. (2024). The impact of digital capabilities and dynamic capabilities on business model innovation. *Humanities and Social Sciences Communications*, 11(1), 635. <https://doi.org/10.1057/s41599-024-03039-4>
- Marlina, R. (2024). Study of the Differentiation of Conventional Credit Card and Sharia Card Products in Sharia Banks. *ITQAN: Journal of Islamic Economics, Management, and Finance*, 3(54), 59–69.
- Marlina, R., Bahri, E. S., Wibowo, H., & Wiharjo, S. M. (2023). Identification of Tax Allowance

- Policies and Mechanisms in Indonesia. *ITQAN: Journal of Islamic Economics, Management, and Finance*, 2(1), 10–17.
- Marlina, R., Hendriawan, E., Irnawati, R., Awaliyah, W., & Dadang. (2026). The Values of Islamic Banking as Drivers of Transformation Educational Management : An Islamic Economic Approach and Pedagogical Leadership. *Socius: Jurnal Penelitian Ilmu Ilmu Sosial*, 3(7), 226–236.
- Saefulmilah, M. I., Susila, E. E., Adiningsih, N. U., Furwanti, E., Marlina, R., Nusantara, U. I., Subang, K., Cimahi, K., Barat, J., Bandung, K., Barat, J., Cimahi, K., & Barat, J. (2026). STIMULASI BERMAIN BERBASIS SENSORI TERHADAP PERKEMBANGAN KOGNITIF ANAK USIA DINI: PENDEKATAN STIMULASI BERMAIN BERBASIS SENSORI TERHADAP PERKEMBANGAN KOGNITIF ANAK USIA DINI: PENDEKATAN. *Jurnal Media Akademik (JMA)*, 4(5), XX–XX.
- Osterwalder, A., & Pigneur, Y. (2011). *Business model generation: A handbook for visionaries, game changers, and challengers*. John Wiley & Sons.
- Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). *Value proposition design: How to create products and services customers want*. John Wiley & Sons.
- Petänen, P., Sundqvist, H., & Antikainen, M. (2024). Deconstructing customer value propositions for the circular product-as-a-service business model. *Circular Economy and Sustainability*, 4(2), 683–703. <https://doi.org/10.1007/s43615-023-00298>
- Pine, B. J., & Gilmore, J. H. (1999). *The experience economy: Work is theatre and every business a stage*. Harvard Business School Press.
- Pine, B. J., & Gilmore, J. H. (2011). *The experience economy (Updated ed.)*. Harvard Business Review Press.
- Porter, M. E. (2008). The five competitive forces that shape strategy. *Harvard Business Review*, 86(1), 78–93.
- Rather, R. A., Hollebeek, L. D., & Islam, J. U. (2023). Tourism-based customer engagement, experience, and value co-creation: A systematic review. *Journal of Business Research*, 154, 113339. <https://doi.org/10.1016/j.jbusres.2022.113339>
- Schmitt, B. H. (1999). *Experiential marketing: How to get customers to sense, feel, think, act, and relate to your company and brands*. Free Press.
- Sjödin, D., Parida, V., Kohtamäki, M., & Wincent, J. (2020). An agile co-creation process for digital servitization: A micro-service innovation approach. *Journal of Business Research*, 112, 478–491. <https://doi.org/10.1016/j.jbusres.2020.01.009>
- Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2021). From multi-channel retailing to omnichannel customer experience. *Journal of Retailing*, 97(2), 174–181. <https://doi.org/10.1016/j.jretai.2021.02.005>
- Yin, R. K. (2018). *Case study research and applications: Design and methods (6th ed.)*. Sage Publications.