

Original Article

Business Model Analysis of the Digital Laundry Application "Kucek" Using the Business Model Canvas (Bmc) Approach

¹Dhimas Akhbar Nurpratama, ²Dedy Saputra

^{1,2}Master of Management, Widyatama University, Bandung, Indonesia.

Received Date: 25 December 2025

Revised Date: 13 January 2026

Accepted Date: 15 January 2026

Published Date: 17 January 2026

Abstract: Digital transformation has pushed significant change in the sector services, including the laundry business, which is now being developed through the utilisation of digital applications. Research: This aim is to analyze the business models of the digital laundry application "KUCEK" using the Business Model Canvas (BMC) as a strategic analysis tool. The research method used is a qualitative descriptive approach, with data collection techniques including a literature review, observation of practice in laundry-based business applications, and conceptual analysis of nine BMC elements. Research results show that the business model of a digital laundry application offers superior competitive advantages in areas such as convenience, access to service, efficiency, price transparency, and improved customer connection through a system-ordering and tracking-based application. However, research has also identified several main challenges, such as dependence on partners' operational and control quality services, as well as the need for a high relative investment in the development and maintenance of system technology. Research conclusions. This confirms that the Business Model Canvas is an effective framework for comprehensively mapping, evaluating, and developing business strategies for a digital laundry application, thereby supporting sustainability and driving competition in the dynamic digital economy.

Keywords: Digital Laundry Application, Business Model Canvas, Business Model, Digital Transformation, Services.

I. INTRODUCTION

Digital transformation has become a phenomenon inseparable from the development of the business world over the last decade. Progress in technology, increased internet penetration, and the widespread use of mobile devices have changed how people access and use public services. Digitalisation not only affects the sector's scale but also expands the business service scale of small and medium enterprises, including the laundry business, which was previously dominated by conventional operational modes. The laundry business is one of the service sectors that experiences significant growth, especially in urban areas. The style of life in modern society is characterised by increased mobility, busyness at work, and limited time, which heightens the need for practical, efficient services. Conditions that make laundry services a solution alternative for the public to fulfil the need for maintenance clothes without having to sacrifice time and energy. During its development, the need is reinforced by the availability of digital laundry applications that provide convenient access to service-based technology.

Conceptually, the trend in laundry service users in Indonesia shows an increase from 2020 to 2025. In the early period, especially 2020 to 2021, demand for laundry services fluctuated significantly due to pandemic restrictions and changes in social and economic activity. However, as the economy enters a phase of recovery in the years to come, demand for laundry services will improve alongside the normalisation of work activities, growth in urban residential areas, and increased public awareness of the value of time efficiency. In addition, adopting a laundry-based services application can accelerate growth within the current system, making it more flexible, transparent, and integrated.

A digital laundry app is here as a business model innovation that combines conventional services with digital technology. Through the application platform, customers can search for the nearest laundry location, order services, select a service type, monitor the status of the laundry process, and make non-cash payments. From the perspective of the perpetrator business, digital applications enable expansion of market reach, increased operational efficiency, and more systematic customer data management. Although the business model also faces various challenges, such as dependence on partners' operational control of distributed services and the need for significant investment in the development and maintenance of the technology system.

In light of the dynamics mentioned, business model analysis becomes a crucial aspect for a sustainable digital laundry application. The perpetrator business not only offers innovative services but also designs efficient, adaptive, and value-oriented business structures for customers. Therefore, it is necessary to have a framework capable of analysing and describing the overall elements of a business in an integrated way, from market creation to mechanisms for generating income.



The Business Model Canvas (BMC) is one of the frameworks that many strategists use to map and evaluate business models comprehensively through nine main elements that are mutually related. Approach This allows identification of the connection between the segment customer, proposition value, channel distribution, pattern connection customers, sources of income, sources of Power main activity key, partner strategic, as well as structure costs. By using BMC, perpetrators and researchers can obtain a comprehensive description of a business model's strengths, weaknesses, opportunities, and challenges.

Based on the description, this research aims to analyse the business model of the digital laundry application "KUCEK" using the Business Model Canvas. Research. This is expected to make a conceptual contribution to understanding the characteristics of the digital laundry business model, as well as practical contributions to the perpetrator business through the formulation of sustainable and empowering business strategies amid the development of the digital economy.

II. LITERATURE REVIEW

Progress in digital technology has brought about a fundamental change in business practice. Utilising digital platforms allows providers to increase process efficiency, expand market access, and create more services that are adaptive to customer needs. In the laundry industry, digitalisation services respond to changing lifestyles and an increasingly diverse society that demands speed, convenience, and transparency in service delivery. Transformation. This aligns with Kotler and Keller's (2016) view, which emphasises that the digital era is shifting the focus of business from merely offering services to creating comprehensive value and customer experiences.

In literature management strategy, the business model is understood as a framework for explaining how an organisation manages its sources of power and activities to create, deliver, and gain market share. Teece (2010) stated that business models serve as a mechanism connecting innovation and market economics. Views are reinforced by the literature, where David (2011) explains that business model clarity helps organisations formulate and implement strategies more directed to achieve competitive superiority. Ranguti (2013) also emphasised that the business model functions as a tool for aligning the company's vision with the external environment and internal capabilities.

One of the frameworks used for analysing business models is the Business Model Canvas (BMC), introduced by Business Model Generation. The approach comprises nine elements that are mutually related and form a unified business system. Through BMC, the company can map customer segments, the value offered, mechanisms for delivering services, and up to structuring income and expenses in an integrated way. In the context of marketing services, Tjiptono (2015) stated that mapping the connections among marketing customers, management, and the consumer is a determining factor in the success of business services.

Various international studies show that successful business applications are not solely determined by technological factors, but rather by the precision of the business model's design. Zott, Amit, and Massa (2011) emphasise that the creation mark in digital business arises from configuration activities, resource power, and interactions among parties in the ecosystem. In this regard, Kasmir (2016) stated that effective management activities are highly influential and strategically important to the stability of operational business services. In the BMC framework, the key elements of activities and key partnerships become important factors in providing consistent services and supporting business development.

In business services, propositions play a key role because characteristics of intangible services are highly influenced by customer perception. Hurriyati (2010) explains that a mark service is formed through quality interaction, reliability, and the convenience customers perceive. Payne, Frow, and Eggert (2017) added that creation mark in a service nature collaborative, where customers participate and play a role in the process of forming the mark. Therefore, in the Business Model Canvas, the elements value proposition, customer relationship, and channels own function strategically in building customer satisfaction and loyalty, especially in service-based digital applications.

Apart from the creation value aspect, the sustainability business is also determined by the balance between income and expenses. Chesbrough (2010) stated that Lots' digital business is failing not because of a lack of innovation, but because of a mismatch between the value offered and the mechanisms for generating income. Views This is in line with Kasmir (2016), emphasising that structure costs and resource income must be managed so that the business can endure in terms of length. In the context of BMC, analysing revenue streams and the cost structure is important for evaluating a business model's economic viability.

Although studies on business models and the Business Model Canvas have developed extensively, research specifically on digital laundry applications remains relatively limited, especially in Indonesia. Most studies previously focused more on quality of service, customer satisfaction, or the level of technology adoption, without studying the business model structure in a comprehensive way. Condition: This shows an existence gap study related to the mapping and evaluation of digital laundry business models using the Business Model Canvas approach.

Based on the theoretical runway outlined, the business model analysis of the digital laundry application “KUCEK” uses the Business Model Canvas, which is relevant to the analysis. Research. This is expected to provide a greater understanding of the mechanisms for creating and delivering value, managing source power, and ensuring the sustainability of the digital laundry business. In addition to providing academic contributions, the results of this study are expected to serve as a practical reference for business perpetrators in designing an adaptive, empowering, competitive digital laundry business model.

Study: This applies a descriptive, qualitative approach to reviewing the business models of the digital laundry application “KUCEK” using the Business Model Canvas framework. Data is collected through observation, direct interaction with systems and features, service applications, and search documents and literature relevant to the scientific analysis process. done with classifying data into nine Business Model Canvas components and reviewing the connectedness between components to obtain a description of the creation values and the sustainability of the business. Validity findings were guarded through comparisons across various data sources, whereas the study's stages included the formulation of the problem, data collection, analysis, and preparation of the conclusion.

III. RESULT AND DISCUSSION

A Business Model Canvas analysis of the digital laundry application “KUCEK” shows that this platform adopts a digital business model that serves as a connector between the laundry service provider and the consumer services end. This model reflects a characteristic of a platform business: not only focusing on transactions but also on creating an ecosystem of integrated, sustainable services. Every element in the Business Model Canvas is interconnected and forms a logic that supports business operational and growth strategies in the Kucek application. The application of the Business Model Canvas to the digital laundry application "KUCEK" includes 9 elements: Customer segments, Value propositions, Channels, Customer relationships, Revenue streams, Key resources, Key activities, Key partnerships, and Cost structures. It is a Business Model Canvas from the digital laundry application “KUCEK”.

Table 1: Business Model Canvas of the “KUCEK” Digital Laundry Application

Key Partnership	Key Activities	Value Propositions
<ol style="list-style-type: none"> 1. Laundry Partner / Merchant 2. Delivery Service 3. IT Developer 	<ol style="list-style-type: none"> 1. Management, Development, and Maintenance Application 2. Digital Marketing 3. 24-hour Service 	<ol style="list-style-type: none"> 1. Easy to pay (integrated with Transfer Bank, QRIS and E-Wallet) 2. Extensive Service Coverage 3. Flexibility and diverse service options that are easy to access

Customer Relationships	Customer Segments	Key Resources
<ol style="list-style-type: none"> 1. Customer Service 24 hours (Live Chat) 2. Customer Ratings and Review 	<ol style="list-style-type: none"> 1. Laundry Partner / Merchant 2. Individual Laundry Consumers 	<ol style="list-style-type: none"> 1. Technological Assets 2. Website Platform and Application 3. Cloud-based Access 4. Human Resources Personel

Channels	Cost Structure	Revenue Streams
<ol style="list-style-type: none"> 1. Mobile Application (IOS and Android) 2. Website 3. Social Media 4. Integrated with Delivery Service (Grab, Gojek, Maxim, Uber, etc) 	<ol style="list-style-type: none"> 1. Personel Salary 2. IT Development 3. Clouds Access 4. Operational Expenses 5. Digital Marketing 	<ol style="list-style-type: none"> 1. Sales Commissions 2. Advertising 3. Monthly Subscription Cost

Source: Researcher

A) Customer Segments

Within the Business Model Canvas (BMC) framework, the customer segments element is the foundation of business model design, as it determines the direction for creating operational value and the company's strategies. The digital laundry application “KUCEK” identifies two main customer segments: laundry partners/merchants and individual laundry users, which are conceptualized as a multi-sided business model platform. This model enables the platform to function as a connector between provider services and the consumer's end, where value is produced through interaction and reciprocal dependence between segments.

Segment laundry partners consist of one perpetrator business laundry services in general, on a scale of micro, small, and medium enterprises (MSMEs). Segment This face challenge primarily as limitations to market access, low adoption of digital technology, and insufficient optimal system management of laundry operations. In the context of an increasingly digital transformation and massively competitive services, the digital laundry application platform "KUCEK" provides a strategic solution for laundry partners through a digital marketing channel, integrated systems management, and support for non-cash

payments. Thus, laundry partners are not only positioned as platform users but also as partners with a strategic contribution to the overall creation of the mark service.

Temporarily, those segment users are consumers who use the digital laundry application “KUCEK” to avail of laundry services. Segment This is dominated by urban with high mobility, limited time, and a preference for practical, digital-based services. Changes in lifestyle in modern society, including increased activity, work, and study in urban environments, have led to requests for an efficient, easy, accessible, and transparent laundry service. The digital laundry application “KUCEK” answers the needs of users by providing convenience, offering providers, ordering, and flexible services, as well as order status information in real-time.

The existence of two segments of different customers. However, they depend on each other. This confirms that KUCEK operates a multi-sided platform business model, where the platform's value increases with the number of laundry partners and active individual users. Interaction. This creates network effects, in which increases in the quality and quantity of laundry partners directly affect user satisfaction, and vice versa. In the context of the competition industry, the industry is increasingly digital. The ability of the digital laundry application “KUCEK” to balance the interests of the second segment customer becomes a key factor in creating sustainable competition.

Apart from the economy, customer segmentation is. The digital laundry application “KUCEK” is also relevant to the latest issues in digital inclusion and the empowerment of MSMEs. By primarily involving perpetrator laundry businesses as partners, this platform helps accelerate the adoption of technology in the traditional service sector and expand local business growth opportunities. Therefore, the element of customer segments in the KUCEK business model not only reflects market strategy but also underscores the platform's role in responding to the dynamics of social, economic, and technological factors in the digital era.

B) Value Propositions

The element value proposition in the Business Model Canvas (BMC) framework represents the core offering the company provides to address problems and meet customers' needs. Digital laundry application “KUCEK” offers a value proposition focused on creating an easy, accessible, flexible, efficient, and transparent service, aligned with the dynamics of digital technology and changes in consumer behaviour in the modern era.

One of the main features of the digital laundry application “KUCEK” is the convenience of accessing an in-house laundry service on a single platform. User No Again, depending on location, certain physical laundry services are available, but users can also access various laundry partners through one application. Conditions are relevant to the issue of urbanization and increasing mobility in public urban areas, where time limitations are a main constraint on fulfilling the need for house stairs. With the existing digital laundry application “KUCEK”, the search, selection, and ordering process for laundry services can be completed quickly and seamlessly, reducing the time and cost consumers incur.

Besides convenient access, flexible service options have become a significant addition. The digital laundry application “KUCEK” offers laundry partners a range of services, pricing, and quality options. This gives users the freedom to choose a service that best meets their individual needs and preferences, including cost and service standards. In the context of competition in digital services, flexibility has become an important form of differentiation, as consumers demand more personalized, adaptive services.

The efficiency value is also reflected in the integration of digital payment systems, such as bank transfers, QRIS, and electronic wallets, which allow non-cash transactions. This integration is in line with the trend toward a cashless society and the acceleration of digital finance development, which has become a strategic agenda for the national agenda. Digital payments not only increase user comfort but also improve operational efficiency for laundry partners by recording more accurate transactions, reducing payment errors, and improving financial transparency. Thus, the value offered by the digital laundry application “KUCEK” is two-way: it benefits both users and laundry partners.

C) Channels

Channel: The main channel used by the digital laundry application “KUCEK” is Android- and iOS-based mobile applications, designed as a central ecosystem of digital services. Applications This serves as the primary channel for interaction between laundry users and partners, including a series of service processes that begin with searching for and selecting laundry partners, ordering services, monitoring work status, and ending with digital settlement payments. With mobile applications as the main channel, in line with increasing smartphone usage and changing behavior, consumers increasingly depend on mobile devices to access daily service needs.

Apart from the mobile application, Kucek also provides an official website as a channel for a complementary support function application. This website provides comprehensive information, including platform profiles, laundry partner lists,

policy services, and resources for supporters. From the user's perspective, the website provides alternative access to more information, especially for candidate users who have not downloaded the application. From the perspective of a platform manager, the website serves as a means of data collection and processing, performance evaluation, and data analysis.

In channel communication and marketing, the digital laundry application “KUCEK” uses social media to provide support, deliver information, and build connections with users. Social media is used to increase brand awareness, conduct related market education for digital laundry services, and convey promotions and updates. In the context of developing a digital economy, social media plays a strategic role as a two-way communication channel, enabling platforms to obtain valuable user feedback directly. Interaction. This not only increases engagement but also provides important information for the digital laundry application “KUCEK” to improve and innovate its services.

On the physical side, the distribution service, the digital laundry application “KUCEK” integrates with online transportation services such as Grab, Gojek, Uber, and Maxim, and utilizes the fleet of personal couriers owned by each laundry partner. This integration strengthens the laundry pick-up and delivery process, a key component of the service user experience. The use of online transportation services reflects the adoption of the digital laundry application “KUCEK” in line with economic development, driven by demand and rising consumer expectations for fast, flexible, and efficient service. Meanwhile, the existence of a personal courier from laundry partners provides operational flexibility and allows adjustment of service based on each partner's capacity and conditions.

D) Customer Relationship

One of the main applied digital laundry applications, “KUCEK”, provides customers with 24-hour service through a live chat feature integrated into the application. This feature allows users to convey complaints, questions, and technical constraints in real time, without being bound by operational limitations. In the context of the latest issue, the availability of service to customers who are always on has become standard in the industry, as consumers expect fast responses and efficient solutions. The existence of a live chat service not only increases platform responsiveness but also builds a sense of security and trust among users in the digital laundry application “KUCEK”.

The “KUCEK” application also implements system reviews and ratings to build transparent, participatory relationships with customers. System: This allows users to openly assess and share experiences with service laundry partners. In the ecosystem of digital services, mechanism reviews and ratings help reduce asymmetrical information between service providers and consumers while increasing the accountability of partner services on the platform. Transparency. This becomes a crucial factor in building trust, especially for new users who haven't had their own experience with the digital laundry application “KUCEK”.

From the perspective of a laundry partner, system reviews and ratings serve as tools for evaluating customer-perception-based performance. The ratings given to users push laundry partners to maintain guard consistency, provide quality service, ensure accuracy, meet time commitments, and interact with customers professionally. Thus, the relationship facilitated the development of customers' digital laundry application “KUCEK,” which also establishes a mechanism for controlling quality that is not direct but effective, with the service standard determined by customer satisfaction.

E) Revenue Streams

The main digital laundry application, “KUCEK,” generates income from commissions on every transaction made through the platform. Commission model. This is implemented by taking a certain percentage from the mark transaction between laundry users and partners. The scheme is generally used in the business model of a multi-sided platform, which allows the company to generate income directly while increasing transaction activity. In this context, the digital laundry application “KUCEK” is performance-based, with income growth strongly influenced by the number of active users, the frequency of bookings, and the quality of services provided by laundry partners.

In addition to commission transactions, the digital laundry application “KUCEK” also generated service advertising revenue, aimed especially at laundry partners. By advertising a feature or placing a special offer in the application, laundry partners can increase visibility of their service to users. Revenue advertisement. This has become common in the context of internal competition among laundry partners on the platform, where differentiation and exposure become important factors in attracting customers. From a digital business perspective, an advertising platform-based approach also enables the implementation of more measurable, data-driven marketing strategies, giving marketers an advantage and benefiting advertisers and platform managers.

Application “KUCEK” also develops a cost model for subscribers' monthly fees as an additional source of income. Fees subscriber. This can be charged to laundry partners who want access to premium features, such as level store verification, priority placement in search results, report analytics, or support for more operationally intensive tasks. Apart from that, there are potential implementation subscribers for segment users, for example, users with intensive usage or customer corporations in

need of regular laundry service. Subscription model. This creates more stable, recurring revenue, helping increase the predictability of the company's cash flow.

Diversification source applied income digital laundry application “KUCEK” provides financial flexibility and reduces dependence on one type of income. In the context of recent issues, many digital platforms are facing risks, instability, income fluctuations, changing market demands, and shifts in consumer behavior. By combining income-based transactions, advertising, and subscriptions, Kucek has structured a more income-stable business to withstand external changes. This strategy also opens up opportunities for future service additions, such as premium services, corporate partnerships, or feature-based technologies, without worrying about stability or financial concerns.

F) Key Resources

Technology assets and digital platforms are the most crucial power for the digital laundry application “KUCEK”. The mobile application and website platforms are not only functioning as delivery services, but also as a center for integration across all business activities, from management transactions and communication between laundry users and partners to operational data processing. In the context of industry digital services, reliability system, convenience use (user-friendly interface), as well as data security, become factors determining the success of the platform. Therefore, Kucek's asset technology becomes a strategic element in creating a consistent, high-quality user experience.

Utilization of the cloud infrastructure is also an important part of the source Power main digital laundry application “KUCEK”. Cloud technology enables systems to operate more flexibly, scalably, and efficiently, enabling them to adapt to the growing number of laundry users and partners. In the latest issue of digital transformation, cloud computing is seen as a supportive solution for operational efficiency, cost, convenience, maintenance, and accelerating the development of new features. By relying on cloud infrastructure, Kucek can update systems and data management in real time without bothering users and, at the same time, increase service reliability.

Besides the source Power technology, the resource Power man is a strategic asset that is not to be lost in the operational digital laundry application “KUCEK”. The development team's technology plays a role in designing, maintaining, and improving the quality of applications, as well as in system support. On the other hand, the marketing team is responsible for building brand awareness, attracting new users, and expanding the laundry partner network. Meanwhile, the team's service to customers' own roles is important in maintaining user satisfaction by handling complaints, communicating, and providing responsive support. Synergy between the function source, Power Man. This becomes a determining factor in the quality of guard platform services and in reputation amid competition, amid increasingly strict digital services.

G) Key Activities

Activity management and development are the most crucial aspects of the operational digital laundry application “KUCEK,” which is a company-based technology. Development application done sustainably to ensure the system remains stable, safe, and capable of meeting users' needs as they continue to develop. In the context of the latest issues, including increasing cybersecurity threats and lawsuits regarding personal data protection, maintaining system and data security is a priority. Therefore, the digital laundry application “KUCEK” needs to update the system, test performance, and improve features to maintain platform reliability and user trust.

In addition to development and technical maintenance, the application also includes a management infrastructure to handle an increasing number of users and transactions. Stability, applications, and user convenience (user experience) are important factors in industry digital services, because disrupted systems or poor user experience can directly impact customer satisfaction and retention. Thus, the activity development and maintenance application is not only a technical application, but also strategic in support of the Power platform competition.

Another key activity is digital marketing, which helps increase brand awareness and attract new laundry users and partners. Digital marketing is carried out through various online channels to reach a wider target market at relatively low cost. In the context of increasingly fierce digital platform competition, an intensive data-driven marketing strategy across digital media has become more important to reach consumers who prefer service-based applications. Activity also supports the expansion of the platform ecosystem by increasing the number of active users and laundry partners.

Apart from the technical and marketing aspects, providing customer service 24 hours a day is an important activity to support long-term sustainability and user connections. Service customer functioning as a means of handling complaints, giving information, and supporting operations for laundry users and partners. In the context of the latest issue, consumers are more demanding, responsive, and expect easy service. Therefore, existing service customers who are real-time become standard in industry digital services. Activities contribute directly to building trust, increasing customer satisfaction, and strengthening user loyalty towards the platform.

H) Key Partnership

A partnership with laundry partners is formed to work on the same core that supports the sustainability service digital laundry application, "KUCEK". Laundry partners serve as service providers, the main determinant of the quality of services users receive. Through this partnership, I can expand the range of services without owning an asset base in the form of my own laundry facilities. In the context of the latest partnership model, the asset-light model is increasingly adopted by digital platforms because it enables companies to grow quickly and efficiently. In addition, the partnership with various laundry providers empowers small- and medium-sized businesses to contribute to local economic development.

In addition to laundry partners, the digital laundry application "KUCEK" collaborates with a service delivery provider to support the laundry pick-up and delivery process. Work the same. This becomes very important; remember that the distribution of physical resources is an integral part of the experience of service users. Utilization service delivery allows Kucek to provide more services faster and more flexibly, and to reach a wider area. In the context of a demand-based development economy, partnering with a service provider reflects adaptation to consumer expectations for practical, efficient services delivered without travel.

The application "KUCEK" also establishes work. The same applies to developer technology information that supports development, maintenance, and application quality improvement. Partnership. This allows Kucek to access skilled technical and innovative technology without fully depending on its internal power. In the digital business environment marked by rapidly changing technology, collaboration with developers has become an important strategy to ensure the system remains relevant, secure, and able to support users as they continue to evolve. Partnership in the field of technology also contributes to the stability of the guard system and speeds up the development process, enabling new developments.

I) Cost Structure

The main component costs in the business model for the digital laundry application "KUCEK" include salaries and development resources; Power, development, and maintenance technology and information; costs for access and use of cloud infrastructure; operational office costs; and marketing costs. Cost source Power Man is one of the largest components. Because digital platform operations are highly dependent on the management team's competency, the development of applications, maintenance systems, digital marketing, and customer service is crucial. In the context of the latest issue, the increasing need for power will drive the company to invest more in skilled technology and digital marketing.

Cost development and maintenance technology information is also an important element in the structure of the cost digital laundry application "KUCEK". Activities: This covers the development of new features, maintenance of the system, upgrading data security, and periodically testing the application's performance. In the dynamic digital business environment, updated technology is essential for sustainability, enabling adaptation to user development needs and cybersecurity threats. Therefore, the cost of technology is no longer a one-time expense but keeps increasing as platforms grow and become more complex.

The application "KUCEK" also covers operational costs, including administration, communication, and support for other operational needs. Although a company-based application does not depend on physical assets, an operational office is still required for internal coordination and managerial activities. In addition, marketing costs become an important part of structural costs, especially during the phase of market growth and expansion. Digital marketing is used to increase brand awareness, attract new users, and maintain market share in an increasingly fierce competition among digital service platforms.

Overall, the Business Model Canvas analysis shows that the digital laundry application "KUCEK" has a relatively simple, comprehensive, and integrated business model. Focus on convenient access, leveraging digital technology, and collaborating with partners to create strategic partnerships that allow Kucek to develop sustainably amid increasing competition in the digital laundry industry. However, long-term success still depends on the company's ability to deliver quality services, manage partner relationships, and adapt its business models to dynamic market needs.

IV. CONCLUSION

Study: This study analyzes business models. The digital laundry application "KUCEK" uses the Business Model Canvas (BMC) to understand value creation and sustainable business in the era of digital transformation. Analysis results show that the digital laundry application "KUCEK" adopts a multi-sided platform business model that connects laundry partners and individual users, enabling the creation of a market through interaction and reciprocal dependence between customer segments.

The main values offered by the digital laundry application "KUCEK" lie in its convenient access service, flexible choice of laundry partners, efficient time, and transactional transparency enabled by digital technology. Use mobile applications, websites, social media, and integration service delivery to strengthen channel distribution services. In contrast, 24-hour service and customer and system reviews push improvement, trust, and long-term quality connections with customers.

From the sustainability business side, structure diversified income through commission transactions, advertising, and fees, which provides the company with financial flexibility. However, the structure costs are dominated by investments in technology, cloud infrastructure, resources, and human capital, as well as by marketing demand management. Efficient costs for a balance between quality service and profitability are still alive. Success: The digital laundry application “KUCEK” is also greatly influenced by the availability of source Power technology, competent source Power humans, and effective partnerships with laundry partners, service delivery providers, and technology developers.

In a way overall, research This confirm that the Business Model Canvas (BMC) is effective framework for mapping and evaluating business models digital laundry application integrated business model digital laundry application “KUCEK” has potential for develop in a way sustainable in the midst competition industry digital services, with notes company capable guard quality services, manage partnership optimally, as well as adapt to dynamics technology and market needs.

V. REFERENCES

- [1] Chesbrough, H, Business model innovation: Opportunities and barriers. Long Range Planning, 43(2–3) (2010), 354–363.
- [2] David, F. R, Strategic management: Concepts and cases (13th ed.). Pearson Education. (2011)
- [3] Hurriyati, R, Bauran pemasaran dan loyalitas konsumen. Alfabeta. (2010)
- [4] Kasmir, Manajemen keuangan. Raja Grafindo Persada. (2016)
- [5] Kotler, P., & Keller, K. L, Marketing management (15th ed.). Pearson Education. (2016)
- [6] Osterwalder, A., & Pigneur, Y, Business model generation: A handbook for visionaries, game changers, and challengers. John Wiley & Sons. (2010)
- [7] Payne, A., Frow, P., & Eggert, A, The customer value proposition: Evolution, development, and application in marketing. Journal of the Academy of Marketing Science, 45(4) (2017), 467–489.
- [8] Rangkuti, F, Strategic management: Teknik menganalisis kasus bisnis. Gramedia Pustaka Utama. (2013)
- [9] Teece, D. J, Business models, business strategy and innovation. Long Range Planning, 43(2–3) (2010), 172–194.
- [10] Tjiptono, F Strategi pemasaran (4th ed.). Andi Offset. (2015)
- [11] Zott, C., Amit, R., & Massa, L, The business model: Recent developments and future research. Journal of Management, 37(4) (2011), 1019–1042.