

Original Article

Implementation of Business Development Strategies for Online Consignment Services Using the Business Model Canvas (BMC)

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Abstract: This study is motivated by the growing development of online consignment services in Indonesia in line with rapid technological advances. However, consignment services also face challenges such as business development, innovation, and competition from online consignment services. This study examines the online consignment service business *dia_informa* in the Home Living Consignment Service Sector using the Business Model Canvas (BMC) approach. This study uses a qualitative approach with a descriptive method. Data collection techniques include observation, interviews, and documentation. The informants in this study are two business owners. The collected data was translated into 9 elements of the Business Model Canvas. The results showed that *dia_informa* had implemented the Business Model Canvas business strategy quite well, as each element was present and interrelated. However, there were 7 BMC components that needed to be added to the new Business Model Canvas after analysis, including Key Partnerships, Key Activities, Value Propositions, Customer Relationships, Customer Segments, Key Resources, and Channels. The business development strategies that *Dia Informa* can implement include sales on e-commerce platforms, websites, and developing consignment sales in the fashion sector, as well as offline sales.

Keywords: Business Model Canvas, Online Consignment Services, Business Development Strategy.

I. INTRODUCTION

The business world in the era of digitalization is experiencing rapid growth. Competition among businesses is becoming increasingly fierce as consumer needs and preferences diversify. These conditions require every business to adapt, innovate, and have a well-thought-out business plan to maintain business continuity.

In the face of such competition, business strategy plays a crucial role in shaping the company's direction and objectives. Business strategy is a series of decisions and actions designed to achieve competitive advantage and improve business performance.

Business strategy is closely related to business models; a strategy will not work if it is not first reviewed and formulated through a business model. Without a sound business model, a company's strategy cannot operate optimally (Chesbrough, 2006). A business model is a conceptual overview of a business that outlines strategies to achieve the company's goals (Cavalcante et al., 2011).

One type of business currently growing rapidly is the consignment service (*jastip*), including home living consignment. The development of people's lifestyles, which increasingly focuses on the comfort and aesthetics of their homes, has driven demand for home-living products. Furniture and home furnishing brands such as Ikea and *Informa* have become the top choices for consumers due to their modern, functional, and trendy designs. However, limited access to physical stores, distance, and time constraints have created opportunities for consignment services as a solution for consumers who want to purchase products from these brands without visiting the stores themselves.

Despite its large market potential, the consignment service business also faces various challenges, including inventory management, customer trust, on-time delivery, and competition from similar businesses. Therefore, an appropriate business development strategy is needed for proxy services to survive and increase their competitiveness. One approach is the Business Model Canvas, which helps businesses map and develop their business models in a comprehensive, structured manner.

The Business Model Canvas is a simple business model described by strategic planners in formulating a company's business strategy. Osterwalder and Yves Pigneur developed the Business Model Canvas to make it easier for strategic planners to explain the strategic concepts that a company will implement (Ramelan, 2012). BMC is a business model comprising nine key elements, a strategic planner's framework for deriving profit from a business currently in operation. The nine key elements consist of Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key



Activities, Key Partnerships, and Cost Structure (Osterwalder & Pigneur, 2012).

The business object observed is dia_informa Online Consignment Services, which began operations in 2016 in Bandung as a provider of consignment services for IKEA and INFORMA home living brands. It sells through Instagram @dia_informa, which has 113,000 followers, and through a WhatsApp group with 290 members. In the early stages, the consignment service business model was chosen because it involved minimal inventory risk and relatively low capital requirements. Over time, increasing consumer demand, customer trust, and repeat-purchase patterns encouraged dia_informa to expand its business by adding a ready-stock sales system for certain products.



Figure 1. Instagram @dia_informa

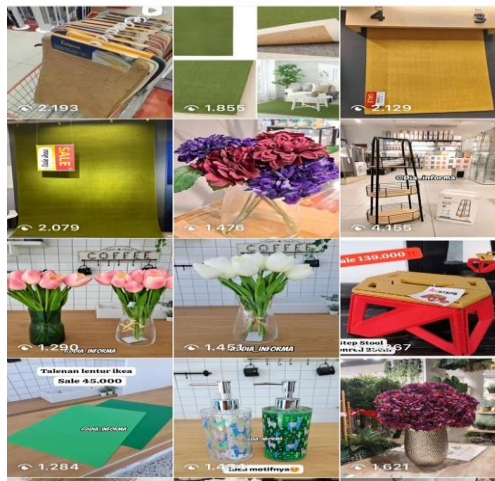


Figure 2. Homeliving products that are marketed

Source: Instagram

The development of the business from a consignment service business model to a combination of consignment and ready stock services shows that there has been a business development that needs to be analyzed thoroughly. This business strategy development not only impacts operational activities but also influences customer segmentation, propositions, value, distribution channels, customer relationships, cost structures, and business revenue. Therefore, an analysis is needed that can comprehensively map and evaluate the interrelationships between business elements.

This study aims to map and develop business strategies for the online consignment service dia_informa using the Business Model Canvas (BMC). The practical contribution of this study is expected to develop new strategies to improve and achieve predetermined sales targets.

II. LITERATURE REVIEW

A) Business Model Canvas

A business model is a tool that helps strategic planners and company owners develop the right strategy to grow the company's business (Osterwalder & Pigneur, 2012). One simple business model often used by strategic planners is the Business Model Canvas (Ramelan, 2012). The Business Model Canvas (BMC) is a framework strategic planners use to develop new business strategies and determine a company's success in achieving its targets. The Business Model Canvas has nine dimensions.

The Business Model Canvas can be described through nine building blocks, each of which can be explained in detail:

1. Value Propositions are all products or services produced by a company that have unique and superior qualities compared to those produced by other companies (Osterwalder & Pigneur, 2012).
2. Customer Segments are groups of people with different behaviors who share the same needs and desires, namely the desire to be served by a company (Osterwalder & Pigneur, 2012).
3. Customer Relationships are positive emotional bonds that the company has planned to attract customer segments to purchase its products (Osterwalder & Pigneur, 2012).
4. Channels are efforts made by companies to distribute all their products to customers so customers can learn about and purchase products that offer value propositions, which provide additional benefits that address customer needs (Osterwalder & Pigneur, 2012).
5. Cost Structure, which refers to all operational activities of a company that require significant costs to run the business managed by the company (Wardhana, 2014).
6. Revenue Stream is a company strategy to generate profits by earning significant income (Wardhana, 2014).
7. Key Activity refers to all company activities that must be carried out by all departments within the company in order to run business activities so that the company can profit from the activities being carried out (Osterwalder & Pigneur, 2010).
8. Key Partnership, defined as a cooperative relationship between companies in which one of the two companies acts as a supplier of raw materials or finished materials, and the other company acts as a producer of raw materials and seller of finished materials produced from the production results, so that both companies obtain profits in accordance with what has been stipulated in the partnership agreement (Osterwalder & Pigneur, 2010).
9. Key Resources are the company's main resources used to operate the business, enabling business processes to run optimally (Osterwalder & Pigneur, 2010).

B) Research Method

This study is a descriptive qualitative study. Qualitative research is a method that explains and describes the results of research from the speech, writing, and behavior of the research subjects being studied (Nugrahani, 2014). This research was conducted on dia_informa, an online business on Instagram and WhatsApp based in Bandung. The research informants were the business owners, a married couple. Data collection techniques included interviews with informants, sales documentation, and observation to monitor the strategies being implemented.

The research data analysis was conducted in three stages. The first stage involved compiling the field data and entering it into a mapping of the nine BMC elements. The second stage involved analyzing the BMC to identify areas that needed improvement. The third stage is to formulate a new business model based on the previous BMC analysis, then map it into the BMC, so that dia_informa business actors can evaluate and improve their strategies to increase revenue and achieve predetermined targets.

III. RESULTS AND DISCUSSION

A) Business Model Canvas for Dia Informa Online Consignment Services

The implementation of the Business Model Canvas in the Dia_Informa online consignment service business includes the 9 elements: Value Propositions, Customer Segments, Customer Relationships, Channels, Cost Structure, Revenue Streams, Key Activities, Key Partnerships, and Key Resources. The following is the Business Model Canvas for the Dia_Informa Online Consignment Service business.

a. Value Propositions

The household items sold by dia_informa are products from well-known stores with unquestionable quality, namely IKEA and Informa, which promise consistent quality in all countries. In addition, they offer a complete range of furniture and home decor products with modern and aesthetic designs.

b. Customer Segments

The customer segments of the delivery service business are women aged 23–50, both individuals and business owners who do not have direct access to Ikea and Informa stores, who have limited time and need convenience in purchasing and delivering furniture and home living products.

c. Customer Relationships

Customer Relationship conducted by dia_informa consignment services includes prompt responses via Instagram and WhatsApp, transparent transactions, complete shipping status updates with delivery receipts, and strong communication with customers, as evidenced by the large number of regular customers.

d. Channels

In its sales and promotions, the dia_informa consignment service uses Instagram (113,000 followers) to post its products on the feed and in Instagram stories, as well as through the dia_informa sale WhatsApp group (290 members), serving buyers via admin chat and business owner chat on WhatsApp and Instagram DM.

e. Cost Structure

Company cost structures relate to the costs of running a business. The cost structures required for the dia_informa consignment service business include packing materials, employee salaries, warehouse rent (for ready stock items), gasoline for shopping for goods, capital for ready stock items, and promotion (endorsements).

f. Revenue Stream

The revenue streams obtained by the dia_informa consignment service business come from product sales. The dia_informa business has experienced ups and downs, with the highest income during the pandemic at approximately 60 million rupiah per month, but it is currently in decline, with net income per month at approximately 30 million rupiah. Additional income is derived from vouchers issued by Toko Informa for every 4 million rupiah spent, each worth 100,000 rupiah. Income from vouchers is unpredictable, ranging from 2 to 6 million rupiah every three months. The dia_informa business is currently performing well in terms of maintaining income from product sales. However, there is still room for further development. Key Activities.

g. Key Activities

It carried out every day include promoting sales by posting home living products from IKEA and Informa on Instagram and WhatsApp, receiving orders via WhatsApp chat and Instagram DM, and shopping for consignment items, except for ready stock items, which are picked up from the warehouse. Next is the purchase recap, packing of goods, and delivery of goods.

h. Key Partnership

Key partnerships for the Informa consignment service business are, of course, the main product providers, namely Informa and Ikea stores, because since 2016, many conveniences have been obtained from photo access stores, information about promotional items, and we have even received a prize for the highest spending in Bandung from the Informa store. In addition to the stores where the products are sold, key partnerships with trusted shipping companies ensure that packed items are picked up directly by JnT and Pos. Furthermore, dia_informa has partners in the Jastip Association, allowing them to exchange hard-to-find items. For example, items available in Tangerang can be entrusted to Jastip partners in Tangerang.

i. Key Resources

The owners are a married couple who serve as administrators, handling purchasing and promotions as well as packing. Previously, there were two employees for chat administration and packing, but they have resigned and have not yet been replaced. There are two cell phones used for sales and a rented warehouse for ready stock inventory, which also serves as a place of business for packing, taking photos, and picking up goods by the shipping company.

The results of the initial identification of implemented strategies are shown in Table 1.

Table 1. Business Model Canvas for Dia Informa Online Consignment Services

Key Partnership	Key Activities	Value Propositions	Customer Relationships	Customer Segments
1. Informa Brand/Store 2. IKEA Brand/Store 3. Celebrity Instagrammer for Product Promotion 4. Dropship Reseller 5. Shipping Services 6. Jastip Partners	1. Promotion 2. Preparing and creating product photos and videos 3. Customer service 4. Packing goods 5. Shipping	1. The items sold are well-known Informa and Ikea products/brands. 2. Provides access to limited products and special promotions.	1. Quick and responsive customer service. 2. Transparent order status updates. 3. Maintaining customer trust with proof of purchase and delivery receipts.	1. Women aged 23–50. 2. Middle to upper-middle income 3. Young families who have just bought a house. 4. Consumers outside the city/island where there are no Informa and Ikea stores. 5. Want original products without having to come directly to the store. 6. Online shoppers.
Key Resources			Channels	
1. Cars and motorcycles for shopping 2. Plastic bubble wrap for packing 3. Duct tape for packing 4. Warehouse for ready stock items			1. WhatsApp Social Media 2. Instagram Social Media	
Cost Structure			Revenue Streams	
1. Transportation Costs (gasoline, parking, tolls) 2. Packing Materials Costs 3. Employee Salaries 4. Ready Stock Capital 5. Mobile Phone 6. Internet Quota 7. Online Promotion/Endorsement Costs			1. Sales from Consignment Services 2. Shopping Gift Vouchers from Informa Stores	

The next step for the researcher was to analyze the first BMC compiled from interview and observation results. Based on the identification of the nine elements of the Business Model Canvas (BMC), it was possible to determine the development strategy to improve and increase the profits of the Dia Informa Online Consignment Service. This strategy aims to improve the nine elements of the existing Business Model Canvas (BMC) to better guide the business's development. By adding several new strategies, the business model will change as well.

B) Business Model Canvas for Dia Informa Online Consignment Services

Based on the strategy implications, several strategic proposals can be included in the new Business Model Canvas design to help dia_informa grow its business and increase revenue (see Table 2). The following are some of the strategy implications that have been incorporated into the new Business Model Canvas design, including:

Table 2. Changes to the Business Model Canvas for Dia Informa's Online Consignment Service Business

Key Partnership	Key Activities	Value Propositions	Customer Relationships	Customer Segments
1. Informa Brand/Store 2. IKEA Brand/Store 3. Celebrity Instagrammer for Product Promotion 4. Dropship Reseller 5. Shipping Services 6. Partner Jastip 7. Fashion Brand/Store	1. Promotion 2. Preparing and creating product photos and videos 3. Customer service 4. Packing goods 5. Shipping 6. Live Shopping	1. The items sold are well-known products/brands from Informa and Ikea. 2. Provides access to limited products and special promotions. 3. Adds other brands: Uniqlo.	1. Quick and responsive customer service. 2. Transparent order status updates. 3. Maintaining customer trust with proof of purchase and delivery receipts. 4. Rewards for frequent shoppers (Royal Customers), such as gifts.	1. Women aged 23–50. 2. Middle to upper middle class. 3. Young families who have just bought a house. 4. Consumers outside the city/island where there are no Informa and Ikea stores. 5. Want original products without having to visit the store. 6. Online shoppers. 7. Young people who love Uniqlo fashion.
Key Resources		Channels		
1. Cars and motorcycles for shopping 2. Plastic bubble wrap for packing 3. Duct tape for packing 4. Warehouse 5. Packing staff 6. Administrative staff 7. Live shopping staff 8. Offline shop/store		1. Media Sosial WhatsApp 2. Sosial Instagram 3. E-commerce Shopee 4. Tokopedia 5. Tiktok		
Cost Structure		Revenue Streams		
1. Transportation Costs (fuel, parking, tolls) 2. Packing Material Costs 3. Employee Salaries 4. Ready Stock Goods Capital 5. Mobile Phone 6. Internet Quota 7. Online Promotion/Endorsement Costs		1. Sales from Consignment Services 2. Shopping Gift Vouchers from Informa Stores		

Source: Researcher
: New Strategies Added

a. Value Proposition.

The value proposition offered by dia_informa is to only sell consignment services for well-known home living brands, namely Ikea and Informa, whose quality is unquestionable. However, the researcher suggests that dia_informa could still expand its business into other consignment services, such as fashion, and well-known fashion brands, namely Uniqlo.

b. Customer Segments

The customer segments for dia_informa's consignment services remain as shown in Table 1. Still, if the business is expanded to include consignment services in the fashion sector, particularly for the Uniqlo brand, the customer segments could expand to include teenagers and children.

c. Customer Relationships

There is one suggestion for dia_informa to consider in building relationships with customers. It is proposed to implement a “reward” program for loyal customers by giving them gifts.

d. Channels

In addition to Instagram and WhatsApp, the dia informa consignment service business can also use e-commerce platforms such as Shoppe and Tokopedia, as well as websites for ready-stock items.

e. Cost Structure

In addition to the existing cost structures, salaries for employees in the packing, chat admin, and live shopping departments must be added.

f. Revenue Stream

The dia_informa business is currently performing well in terms of maintaining revenue from product sales. However, there is still room for further development, such as offering shopping services for well-known fashion brands like Uniqlo.

g. Key Activities

The key activities carried out are quite good in terms of sales promotion, chat services, packaging, and shipping. There are key activities that need to be added, namely Live Shopping for ready stock items. With live shopping, it is hoped that sales and revenue will increase.

h. Key Partnerships.

The key partnerships for the Informa consignment service business are, of course, the main product providers, namely Informa and Ikea stores. For further development, the fashion consignment service can be added, starting with the well-known brand Uniqlo, and then other fashion brands can be added.

i. Key Resources

The key resources at Informa that need to be added are packing, administration, and live shopping employees, and a shop for offline sales of ready stock items.

IV. CONCLUSION

The implementation of business development strategies using the Business Model Canvas approach at dia_informa has been quite successful. The elements of the Business Model Canvas have supported each other to increase revenue. After analysis, seven elements need to be added to the new Business Model Canvas: Key Partnerships, Key Activities, Value Propositions, Customer Relationships, Customer Segments, Key Resources, and Channels. The proposed strategic implications for these seven elements include developing consignment services beyond home living to include fashion, as well as recruiting employees for administration, packing, and live shopping. Further development of the online consignment service dia_informa can expand sales through e-commerce platforms (Shopee, Tokopedia, and TikTok) and incorporate live shopping promotions to boost sales. Additionally, offline sales strategies can be implemented by opening physical stores.

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