

**BUSINESS STRATEGY FOR PHOTOBOOTH SERVICES,
SELF PHOTO STUDIO, AND PHOTOBOX FOR THE
TEGOERSAPA BRAND**



By:

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**INTERNATIONAL UNDERGRADUATE PROGRAM IN MANAGEMENT
FACULTY OF BUSINESS AND ECONOMICS
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BUSINESS STRATEGY FOR PHOTOBOOTH SERVICES, SELF PHOTO STUDIO, AND PHOTOBOX FOR THE TEGOERSAPA BRAND

Final Project on Business Design

Compiled and submitted to meet the final exam requirements in order to obtain a Bachelor's degree in Management Study Program Faculty of Business and Economics, Universitas Islam Indonesia

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**INTERNATIONAL UNDERGRADUATE PROGRAM IN MANAGEMENT
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2025**

DECLARATION OF AUTHENTICITY

“Herein I declare the originality of the thesis; I have not presented anyone else’s work to obtain my university degree, nor have I presented anyone else’s words, ideas or expression without acknowledgment. All quotations are cited and listed in the bibliography of the thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.”

Yogyakarta, 05 July 2025



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PREFACE

Assalamu'alaikum Warahmatullahi Wabarakatuh

Alhamdulillah Rabbil ‘Alamin, all praise and gratitude to Allah SWT who has bestowed and granted His blessings and grace. Blessings and peace be upon the Prophet Muhammad SAW, who has been a good role model for his followers and for doing good deeds, so that the author can successfully complete this final project on business design with the title “Business Design Strategy for Photobooth, Self Photo Studio, and Photobox for the Brand TegoerSapa,” to fulfill the graduation requirements and obtain a Bachelor of Management degree for the International Undergraduate Program in Management, Faculty of Business and Economics, Universitas Islam Indonesia.

This final project aims to design and evaluate the business model of Photobooth, Self Photo Studio, and Photobox services from the TegoerSapa brand, including business planning, market analysis, operational and marketing strategies, as well as financial projections, with the goal of building an innovative, competitive, and sustainable business concept amidst the dynamics of the creative and modern photography industry.

The completion of this final project has been smooth due to the assistance and support from various parties. On this occasion, the author expresses the deepest gratitude to various parties who have provided guidance, support, encouragement, and the highest appreciation to the following:

1. Endless praise and gratitude are offered by the author to Allah SWT and the Prophet Muhammad SAW for all the blessings, guidance, and health

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The author realizes that this final project is still far from perfect due to the limited experience and knowledge possessed by the author. Therefore, the author hopes for constructive suggestions and criticisms from various parties. The author hopes that the results of this final project can provide a positive contribution to the development of the TegoerSapa business and serve as a useful reference for readers interested in studying business development strategies in the creative industry, particularly in the field of photography.

Wassalamu'alaikum Warahmatullahi Wabarakatuh.

Yogyakarta, 05 July 2025

A handwritten signature in black ink, featuring a large, stylized initial 'M' followed by 'H S' and a long, sweeping horizontal stroke at the bottom.

Muhammad Hafi Sarbini

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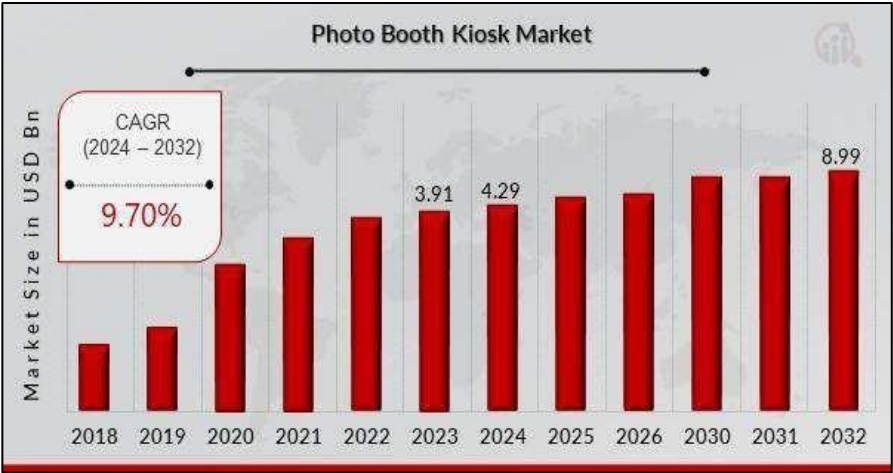
CHAPTER I INTRODUCTION

A. Background

The creative industry in Indonesia is showing a positive development trend, particularly in the fields of photography and entertainment. The development of digital technology and the increasing demand from society to capture special moments instantly, creatively, and flexibly especially the younger generation (millennials and Gen Z) have driven the emergence of various forms of modern photography services, one of which is photoboos, self-photo studios, and photoboxes. These services are not only popular and in demand in formal events such as weddings and seminars but they have also become part of the urban lifestyle that prioritizes self-expression and engaging visual content on social media.

Although the photobooth, self photo studio, and photobox businesses show a positive growth trend, entrepreneurs still face various challenges that need to be addressed strategically. One of the challenges is the increasing number of competitors, leading to tighter price competition and demanding a high level of creativity. Many business operators offer similar concepts; thus, innovation in studio themes and designs is needed to stand out more. Moreover, the dynamics of the creative industry influenced by social media trends make adaptation crucial. Rapidly changing trends can make studios appear outdated if they are unable to adapt quickly.

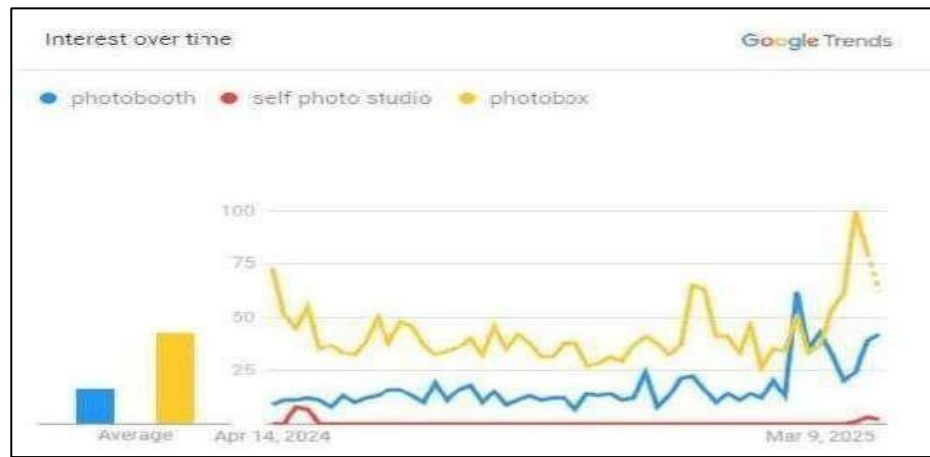
Based on the Grand View Research report, the global market value of the photobooth business reached USD 3.91 billion in 2023. It is estimated that this industry will grow from USD 4.29 billion in 2024 to USD 8.99 billion in 2032, with a compound annual growth rate (CAGR) of 9.70% during the forecast period (2024-2032). This growth is largely driven by the increasing demand for more modern and interactive photobooth businesses at various events.



Source: Secondary Research, Primary Research, MRFR Database, and Analyst Review

Figure 1. 1 Growth of the Photobooth Market

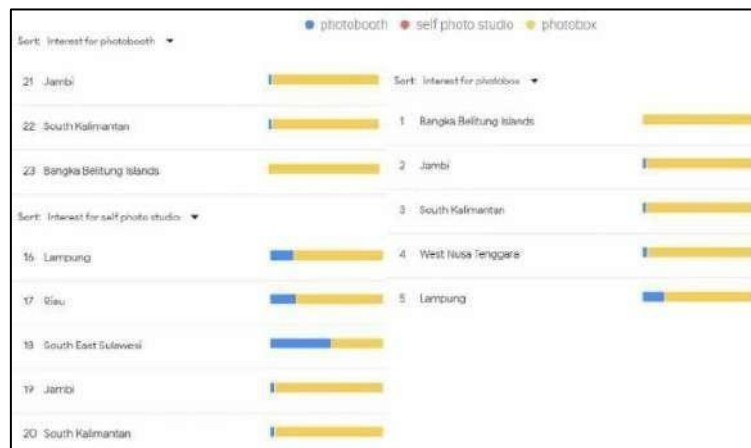
The image above shows that in recent years, the photobooth market has experienced growth due to its simple and easily implementable business model. The popularity of the photobooth business continues to increase as the application of this service becomes more widespread in various events such as weddings, parties, corporate events, and even services in the government sector. It is estimated that the global photobooth market will continue to grow positively throughout the period from 2024 to 2032.



Source: Google Trends, April 2025

Figure 1. 2 Trend of Photobooths, Self Photo, and Photoboxes in Indonesia

Based on Google Trends data from 2025 in the image above, the level of public interest in photobooths, self photo studios, and photoboxes in Indonesia shows that the photobox business ranks 1st in terms of public interest, compared to the other two services, namely photobooths and self photo studios.



Source: Google Trends, April 2025

Figure 1. 3 Comparison of Interest in Photobooth, Self Photo, and Photobox by Subregion

Referring to the Google Trends data above, it is evident that the level of interest in the three types of business services varies in each subregion. In South Kalimantan, interest in the photobooth business ranks 22nd out of 23, while self photo studio is ranked 20th. On the other hand, photobox is ranked 3rd, showing much higher interest. This trend shows that these three services still have the

opportunity to develop in the South Kalimantan region, especially if developed with an appealing approach that aligns with local cultural wisdom.

TegoerSapa presents itself as a creative solution to the rising trend of modern photography. Located in Banjarbaru, South Kalimantan, this startup operates in the photography service sector by integrating the concepts of photobooth, self photo studio, and photobox into a single integrated service platform. Through this approach, TegoerSapa provides photography services that are enjoyable, practical, and efficient, accessible and reachable by all layers of society, from individuals, communities, to corporations. By prioritizing aesthetic value, comfort, and the use of modern digital technology, TegoerSapa is committed to being a pioneer in providing photography services that are private, flexible, and relevant to modern lifestyles, yet still affordable and accessible to all layers of society.

The photobooth, self-photo studio, and photobox business from the TegoerSapa brand, implemented in the sixth semester, are designed with sustainability principles through an innovative approach that empowers the local community. In an effort to reduce environmental impact, TegoerSapa minimizes paper use and print waste by providing options for digital photo delivery, such as through email, QR codes, or cloud platforms as alternatives to physical printing. In addition, the photobooth is designed to be modular and easily movable; thus, it can be reused in various activity without making new set from the beginning. The materials used also come from environmentally friendly or recycled sources, such as wood, reused fabric, and plywood.

TegoerSapa, as a campus-based business project, contributes to social sustainability by empowering students as the main workforce, ranging from operators, photographers, to creative teams. This involvement provides hands-on experience in entrepreneurship and creates collaborative opportunities with the campus community, MSMEs, and local creative industry players. In addition, TegoerSapa also opens up other micro-business opportunities, such as makeup services, costume rentals, and photo printing services from the local industry. From an operational standpoint, TegoerSapa offers an on-demand online booking system and implements pre-orders to minimize unproductive time and improve labor efficiency. The studio concept is also made flexible to easily adapt to market trends and the ever-evolving needs of customers. Through this approach, TegoerSapa's revenue stream remains dynamic and responsive to the dynamics of the local market.

During the business implementation phase in the 6th semester, TegoerSapa successfully introduced several interactive features to the photobooth service, such as filters, GIFs, and other special effects, providing customers with the opportunity to create interesting and creative photos. Meanwhile, in the self photo studio service, TegoerSapa offers six photo spot options with different concepts as the main attraction, namely sky box, open space, regular, 3D circle, flat box, and theater. On the other hand, the photobox is designed with a vintage atmosphere and is planned to be placed in strategic locations such as cafes, restaurants, centers of entertainment, and malls. The presence of various themes allows TegoerSapa to

reach different market segments while simultaneously catering to the diverse tastes of customers.

However, in the implementation process, TegoerSapa faced several challenges, one of which was during the initial launch phase, where public brand awareness of TegoerSapa was still low. Therefore, time and the implementation of digital marketing strategies are needed, such as creating content on social media, collaborating with campus events, and soft launching promotions to attract the interest and attention of the target audience. Another challenge for TegoerSapa is time management, considering that this business is run by students who have academic responsibilities. This requires effective scheduling and team coordination to ensure operations remain optimal without disrupting academic activities. Moreover, TegoerSapa also has to compete fiercely in the competitive photography industry with many studios and independent photographers offering similar services.

In its operations, TegoerSapa implements a B2C (Business-to-Consumer) model, where this business service is directly aimed at end consumers as users of the service through digital platforms, such as social media (Instagram and TikTok). Additionally, TegoerSapa also adopts a B2B (Business-to-Business) model to expand market reach and increase revenue potential. The B2B model is realized through offering services to institutions, organizations, and other business actors to support various activities, both for internal activities and long-term collaborations. This business has an urgent need for further development based on several reasons, including the interest of the public, especially the younger generation (millennials

and Gen Z), who are increasingly attracted to aesthetic and personal visual documentation activities, as well as the high demand for social media content driving the need for innovative and up-to-date photography services. Various types of events such as birthdays, graduations, pre-weddings, and community gatherings increasingly require practical yet visually appealing documentation services.

TegoerSapa has a great opportunity to collaborate with various potential partners such as wedding planners, event organizers, educational institutions, cafes, and even malls. Through a B2B business approach, TegoerSapa can build long-term partnerships that are not only economically beneficial but also strengthen branding. Considering that creative photography services like self photo studios are still relatively new in several areas of South Kalimantan, TegoerSapa has a great opportunity to become a local pioneer that fills this market segment with a distinctive approach that highlights local wisdom.

However, to ensure the success and sustainability of this business, a comprehensive business design planning is required, covering aspects such as business concept, operations, revenue strategy, marketing, and financial projections. Additionally, it is also important to recognize various potential challenges, such as market competition levels, changes in consumer trends, and the need to present service differentiation that sets it apart from competitors.

B. Problem Statement

1. How can TegoerSapa design an innovative business model to develop photobooth, self photo studio, and photobox services from the TegoerSapa brand to make them more attractive and competitive?

2. What competitive advantage strategies can TegoerSapa develop to achieve market dominance amid the intense competition in the digital photography industry?
3. What are the main obstacles and challenges that TegoerSapa might face in developing technology-based photography services, and what solution approaches can be effectively applied?

C. Goals and Benefits

a. Main Objective

This final project aims to comprehensively design and evaluate the business model of the photobooth, self photo studio, and photobox services offered by the Tegoersapa brand. The main focus of this final project is to identify and develop key components in business design, starting from market segmentation, value proposition, distribution channels, customer relationships, cost structure, and revenue streams.

The ultimate goal of this final project is to create a business model that is not only competitive but also innovative and sustainable, capable of competing amidst the rapid development of the creative industry. The business model being designed is expected to respond to market needs that keep on changing including following the trend of digitalization and changes of consumer behavior at the present especially the young generation, which is the main target of this service. With a systematic approach, this final project will also serve as a strategic foundation for the future development of TegoerSapa's business, both in terms of operations, marketing, and the utilization of digital technology as a competitive advantage.

b. Benefits

Practical Benefits

- 1) Serving as a reference for entrepreneurs in developing modern photography businesses that integrate the use of technology and focus on customer experience. By understanding the dynamics of market needs, entrepreneurs can design adaptive and relevant strategies starting from the selection of service concepts and the utilization of digital technology to interactive approaches that can capture the attention of today's consumers.
- 2) Becoming a strategic and operational foundation for the TegoerSapa brand in effectively implementing photobooth, self photo studio, and photobox services. The scope of the implementation includes service flow planning, the use of supporting technology, and marketing strategies that align with the characteristics of the target market.
- 3) Supporting the development of digital technology-based photography SMEs and creative innovations, while also opening new business opportunities in the creative industry targeting the youth and active social media users. This group is known to have a high interest in visual and expressive activities; thus, photography services that offer unique experiences can serve as an entertainment alternative as well as a medium for self-expression.

Academic Benefits

- 1) Enriching the sources of literature and scientific studies related to business design in the creative and digital industry sectors. By presenting

a business model that is relevant to current technological developments and consumer behavior, this final project makes an important contribution to enrich academic knowledge and its application in the practical world.

2) Serving as a useful reference for students and researchers in studying business models that integrate technology and follow current consumer trends. This final project provides concrete insights into how business design, especially in the modern photography sector such as photobooths, self-photo studios, and photoboxes, can be carried out to remain in line with the times and meet the ever- changing market needs.

3) Becoming a valuable study material for academics, students, and researchers interested in the fields of business management, marketing strategy, and service innovation. Through an analytical and contextual approach to digital business practices, this final project does not only deepens theoretical understanding but also provides practical insights that can be applied in the business world.

4) Contribute to theory development theory and business practice by considering current consumer trends and the use of digital technology. With an emphasis on customer experience, digitalized services, and engaging visual elements, this final project helps bridge the gap between conventional business theory and more modern, adaptive, and relevant entrepreneurial practices to the needs of the digital era.

D. Business Profile

Business Name : TegoerSapa

Date Established : February 11, 2024

Business Field	: Photography
Type of Business	: Photography services (Photobooth, Self Photo Studio, and Photobox)
Service Products	: Photobooth, Self Photo Studio, and Photobox.
Business Address	: Jl. H. Mistar Cokrokusumo, Cempaka, Kec. Cempaka, Kota Banjarbaru, South Kalimantan, 70732
Phone Number	0881 0805 18887
Email Address	: tegoersapaa@gmail.com
Instagram	: @tegoersapa.studio, @tegoersapa.photobooth, @bertegoersapa
TikTok	: @tegoersapaa



Figures 1. 4 Logo TegoerSapa

The name TegoerSapa is derived from Indonesian, which broadly means "to greet and to say hello." This name reflects the characteristic of Indonesian society, known for its friendliness and social spirit. Indonesia is a friendly country that enjoys interacting with its surroundings, and these values are the basis for choosing the name "TegoerSapa" as our business identity.

The spirit of greeting and creating closeness serves as the foundation of

"TegoerSapa" in designing products that are not only creative and attractive but also carry a positive meaning. Therefore, TegoerSapa presents itself with a vision to create unforgettable moments for every individual through unique and memorable photography experiences. In order to realize its vision, TegoerSapa has a mission to provide photography services that excel in quality and prioritize satisfaction. TegoerSapa is also committed to continuously innovating to meet market needs, especially among young people and active social media users

CHAPTER II REFLECTION ON IMPLEMENTATION RESULTS

A. Implementation Performance

During the implementation phase that has been ongoing since the 6th semester, approximately 14 months of operations from February to April 2025, TegoerSapa continues to run and pioneer this business to this day, while critically reflecting on the achievements and obstacles encountered. This evaluation process encompasses various important aspects such as finance, operations, marketing, and human resources involved in the business.

1. Financial Performance Aspect

The financial aspect is a vital factor in maintaining sustainability and driving the growth of TegoerSapa's business, especially in the initial implementation phase in the 6th semester. During the 14-month implementation period, from February to April 2025 for the photobooth service, then from June to April 2025 for the studio, and from November to April 2025 for the Photobox, TegoerSapa managed to record a revenue of Rp 532,983,290. Although this achievement is quite positive, profit stability has not yet been fully achieved because not all events and not all months provide consistent financial results. This fluctuation is caused by variations in the number of visitors and the level of event attendance, which are not always consistent.

Photobooth			Studio			Photobox		
No	Bulan	Total	No	Bulan	Total	No	Bulan	Total
1	Maret	Rp 24.350.000	1	Juni	Rp 19.315.000	1	November	Rp 7.560.000
2	April	Rp 8.840.000	2	Juli	Rp 24.685.000	2	Desember	Rp 20.587.000
3	Mei	Rp 17.940.000	3	Agustus	Rp 22.139.000	3	Januari	Rp 14.130.000
4	Juni	Rp 8.100.000	4	September	Rp 20.099.000	4	Februari	Rp 17.410.500
5	Juli	Rp 4.720.000	5	Oktober	Rp 21.297.000	5	Maret	Rp 15.530.000
6	Agustus		6	November	Rp 21.866.000	6	April	Rp 25.685.490
7	September	Rp 16.214.000	7	Desember	Rp 23.797.600		Total	Rp 100.902.990
8	Oktober	Rp 32.860.000	8	Januari	Rp 20.830.000			
9	November	Rp 11.230.000	9	Februari	Rp 11.932.000			
10	Desember	Rp 25.623.500	10	Maret	Rp 8.945.000			
11	Januari	Rp 1.969.000	11	April	Rp 15.245.000			
12	Februari	Rp 22.725.000	12	Total	Rp 210.150.800			
13	Maret	Rp 33.700.000						
14	April	Rp 4.828.000						
	Total	Rp 212.929.500						

Studio		
SELAMA 14 BULAN		
Total Omzet :	Rp	523.983.290

Figures 2. 1 Tegoersapa's Revenue from February 2024 - April

Based on the financial analysis of the revenue sources from the studio, photobooth, and photobox service lines, it can be concluded that the business strategy implemented during the implementation period has shown effectiveness and positive results. Total revenue amounted to Rp 523,983,290, with contributions from studio services reaching Rp 212,929,500, followed by photobooth services at Rp 210,150,800, and finally photobox services at Rp 100,902,990. This figure reflects a fairly positive market response to the three main services offered by TegoerSapa. On the other hand, there are monthly expenses, which include the monthly expenses for the studio, photobox, and photobooth. If totaled, the three services amount to approximately 14 million per month.

This achievement indicates that strategies such as strategic booth placement, collaboration with community events, consistent digital promotion, and synergy between self-photo studio services, photobooths, and photoboxes have successfully optimized market opportunities while maintaining operational cost efficiency and service quality.

This success also serves as an indicator that the Business-to-Consumer (B2C) business model approach combined with Business-to-Business (B2B) opportunities has been executed effectively. In addition, the team's efficiency in managing sessions, schedules, and customer service also becoming a key factor in achieving healthy and sustainable financial performance.

Thus, it is concluded that TegoerSapa's financial condition in the early implementation phase shows positive prospects for sustainable growth. Although still facing challenges such as limited capital and income instability, the implementation of adaptive strategies and disciplined financial management has become a strong foundation in supporting long-term business growth and development.

2. Operational Aspects

The operations of TegoerSapa include various services ranging from photoboos, self-photo studios, and photoboxes, both in regular sessions and during events and pop-up booths. During its more than one year of business journey, TegoerSapa has developed 6 studio concepts: open space, sky box, flat box, 3D circle, theater, and regular. Among all these concepts, the 3D circle and theater are innovations by TegoerSapa. Then, in the photobooth service, TegoerSapa has successfully carried out more than 50 events, both through a rental system and a profit-sharing system. We also have a portfolio from major brands such as: Kafh, Pertamina, Emina, Paragon, PLN, and United Tractors. The photobox service has been running for 6 months located at Cafe Jitter Bug Banjarbaru, South Kalimantan. Our target this year is to add one more photobox unit in other cafes in Banjarbaru, which will likely scheduled for September 2025, we have also successfully printed more than 3,000 prints for the photobox service.

The R&D phase becomes very important in the implementation process because the final decision must be based on thorough research results. One of the main steps in the TegoerSapa R&D process is market research. This research is

crucial in determining the direction of studio concept development as implementing a concept without understanding market preferences can negatively impact sales and pose potential business losses. Moreover, the selection of vendors in studio construction also plays an important role in financial management and resource efficiency.



Figure 2. 2 TegoerSapa Studio Design

Luckily enough, one of the founders of TegoerSapa has a background in the property business, which greatly helped in reducing the cost of building the studio. Before choosing the concept and vendors, the TegoerSapa team conducted thorough research to ensure an optimal final result. After the concept and vendor were decided, the purchase of studio properties was carried out, mostly through online platforms like Shopee, as well as from offline stores like Azko and Informa.



Figure 2. 3 Tegoersapa Property Purchase

Thus, despite various challenges in operational aspects, TegoerSapa remains consistent in its commitment to always prioritize quality and comfort that meet market needs. By focusing on photo quality, print results, and innovation in studio concepts, TegoerSapa hopes to better identify the strengths and weaknesses of its products. The goal is to accelerate market penetration and gain valuable insights for the future development of the studio. This approach has become a key component in the R&D process, to ensure that each product is not only of high quality but also relevant and in line with the expectations of TegoerSapa's target market.

STUDIO				
NO	BULAN	TOTAL PAKET	TOTAL PRINT	TOTAL
1	JUNI	147	705	Rp 19,315,000.00
2	JULI	180	648	Rp 24,685,000.00
3	AGUSTUS	169	572	Rp 22,139,000.00
4	SEPTEMBER	198	730	Rp 20,099,000.00
5	OKTOBER	200	839	Rp 21,297,000.00
6	NOVEMBER	196	608	Rp 21,866,000.00
7	DESEMBER	215	738	Rp 23,797,800.00
8	JANUARI	164	547	Rp 20,830,000.00
9	FEBRUARI	97	302	Rp 11,932,000.00
10	MARET	52	181	Rp 8,945,000.00
11	APRIL	126	673	Rp 15,245,000.00
TOTAL		1744	6543	Rp 210,150,800.00

PHOTOBOOTH				
NO	BULAN	JUMLAH JOB	JUMLAH JAM	TOTAL
1	MARET	4	92 JAM	Rp 24,350,000.00
2	APRIL	2	28 JAM	Rp 8,640,000.00
3	MEI	6	19 JAM	Rp 17,940,000.00
4	JUNI	3	12 JAM	Rp 8,100,000.00
5	JULI	2	7 JAM	Rp 4,720,000.00
6	SEPTEMBER	6	24 JAM	Rp 16,214,000.00
7	OKTOBER	11	61 JAM	Rp 32,860,000.00
8	NOVEMBER	5	19 JAM	Rp 11,230,000.00
9	DESEMBER	10	36 JAM	Rp 25,623,500.00
10	JANUARI	1	2 JAM	Rp 1,999,000.00
11	FEBRUARI	7	51 JAM	Rp 22,725,000.00
12	MARET	4	93 JAM	Rp 33,700,000.00
13	APRIL	3	23 JAM	Rp 4,828,000.00
TOTAL		64	467 JAM	Rp 212,929,500.00

PHOTOBOX			
NO	BULAN	TOTAL PRINT	TOTAL
1	NOVEMBER	252	Rp 7,560,000.00
2	DESEMBER	686	Rp 20,587,000.00
3	JANUARI	471	Rp 14,130,000.00
4	FEBRUARI	580	Rp 17,410,500.00
5	MARET	517	Rp 15,530,000.00
6	APRIL	856	Rp 25,685,490.00
TOTAL		3362	Rp 100,902,990.00

Figure 2. 4 Operational Performance of 3 Tegoersapa business lines

Based on the three tables above, in the photobooth service, Tegoersapa has completed a total of 467 working hours with 64 jobs. In the studio service, Tegoersapa has successfully sold 1,744 photo session packages and more than 6,000 prints. Lastly, in the photobox service, Tegoersapa has successfully sold more than 3,000 prints.

a. Marketing Aspects

In the ever-evolving world of the entertainment and creative industries, particularly in the fields of photobooths, self photo studios, and photoboxes, marketing strategies play a crucial role in attracting consumer attention and creating competitive advantages. Successful marketing does not only introduces services to the market but also shapes brand image and drive sales growth. Because the photobooth, self-photo studio, and photobox businesses heavily rely on visual strength, current trends, and customer experience, marketing strategies need to go beyond mere product promotion. It is important to build a strong and appealing brand, especially to reach the younger generation such as millennials and Gen Z.

In the early phase of business implementation, TegoerSapa adopted a community-based marketing strategy and event participation to build brand awareness. This step was realized through participation in local Pop-Up Markets

and Community Events. On the other hand, TegoerSapa also maximized the role of social media such as Instagram and TikTok by showcasing customer photos as promotional content (user-generated content), as well as producing short content like behind-the-scenes, posing tips, and the latest photography trends. To attract initial interest, TegoerSapa held a soft opening promotion, including discounts of 20-30% on certain occasions (such as Valentine's Day, birthdays, and New Year's), as well as offering bundling packages like 3 photo concepts at a discounted price.

In the subsequent implementation, TegoerSapa conducts market segmentation by considering several aspects. Demographically, the focus is on individuals, especially students, university students, young couples, and families. From a psychographic perspective, the target audience is those who enjoy aesthetic photos and have a desire to uniquely capture personal moments. Whereas behaviorally, the segmentation is aimed at active social media users who are visual, creative, and enjoy self-expression activities. The main target is consumers looking for stylish and instant alternatives for entertainment and visual documentation.

For promotional and distribution channels, TegoerSapa relies on social media platforms like Instagram and TikTok as the main media to spread visual content, promotional information and share customer creations. TegoerSapa also forges strategic collaborations with influencers and relevant communities to reach the audience. Search optimization through Google Maps and reviews is also carried out so that the studio can be easily found by users looking for the TegoerSapa location. In addition, placing booths and participating in events are additional steps to expand offline distribution.

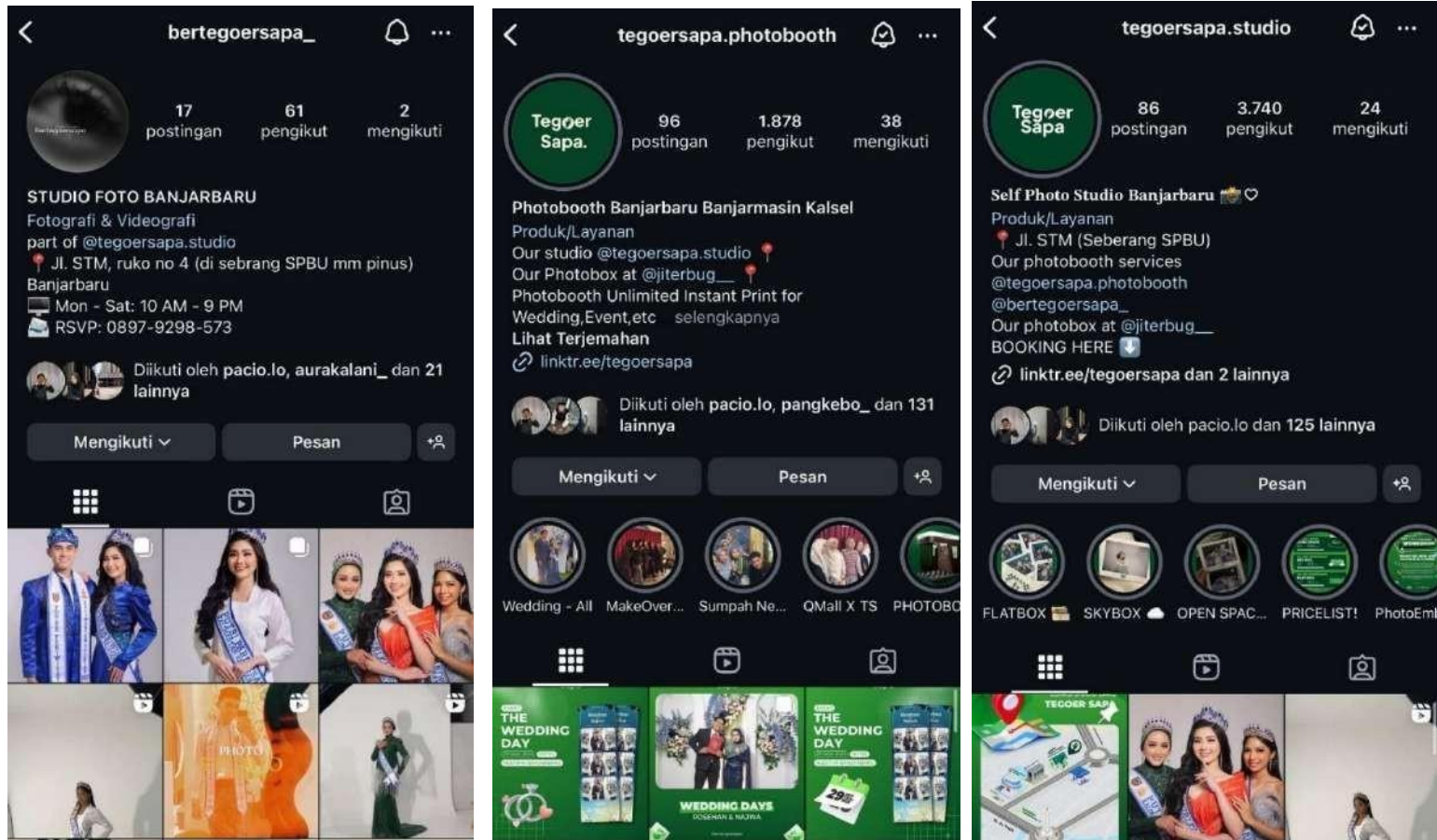


Figure 2. 5 Instagram Tegoersapa

Based on the picture being shown, the TegoerSapa Instagram account has experienced consistent follower growth, averaging an increase of 30 to 50 accounts per week since its launch in 2024. In the first two months, a repeat customer rate of 15% was recorded, primarily from customers originating from the local community. In addition, participation in various events had a significant impact on traffic, with an insight spike of 40–60% compared to regular days. Meanwhile, customer-generated photo content shared on TikTok achieved high organic reach, reaching 10,000 to 30,000 views.



Figure 2. 6 Tiktok TegoerSapa

In the area of marketing performance, although still facing challenges in content management, the results achieved show a positive direction. One of the main obstacles is the limited resources in producing high-quality content consistently and on time. Although the audience's response tends to be positive, the biggest challenge remains in maintaining the sustainability of relevant and fresh visual content and narratives, especially amidst the rapidly changing trends of social media.

The lack of structured guidelines causes the content production process to be less efficient, thereby reducing its appeal to the target audience. Therefore, a more systematic and planned strategy is needed to maintain quality while maximizing marketing potential. The promotional strategy implemented does not only impact short-term sales growth but also supports overall brand awareness growth. Through measured and sustainable promotions, TegoerSapa succeeded in building strong

connections with customers and continues to expand its market, particularly in the South Kalimantan region and its surroundings.

b. Human Resource (HR) Aspects

TegoerSapa, in running its business operations, is managed by three main personnel, namely M. Hafi Sarbini as the founder, and Azrila Febriyan and Muhammad Rifal as co-founders. Meanwhile, to support field activities, TegoerSapa involves part-time workers from outside the core team. The operational structure of TegoerSapa is divided into two main divisions, namely the studio division and the photobooth division.

TegoerSapa, in the early phase of business implementation, faces several obstacles, particularly in the allocation of tasks that do not align with the competencies of each team member. The situation caused disorder in the workflow, delays in task completion, decreased focus on monthly targets, and reduced operational efficiency.

To address this issue, TegoerSapa has also increased the number of members, which currently stands at 11, and TegoerSapa has also conducted an evaluation of the organizational structure and team work methods. The goal is to establish a more structured and efficient work pattern. The initial step taken is to hold regular meetings to collectively discuss the issues faced, while also reorganizing the division of tasks (job desk) based on each member's expertise. With a more directed and proportional division of tasks, each individual can focus on their area of expertise, making the work process more effective and efficient.

In addition, TegoerSapa also implements a structured work schedule system to ensure that each task can be completed on time. With a structured work schedule, the risk of delays that could disrupt business operations has been successfully minimized. Throughout the past year, the performance of the TegoerSapa team has shown significant improvement. This is evident from the consistently increasing sales every month, which also strengthens the marketing and branding efforts.

The quality of the team's work is also reflected in the high customer satisfaction, both through online and offline services, which shows a positive trend. The majority of customers express satisfaction with the products and services provided by TegoerSapa. This improvement is inseparable from the commitment and loyalty of each team member to the vision, mission, and values upheld by TegoerSapa, which serve as an important foundation in maintaining business continuity. Solid teamwork is also evident when involved in various events, especially in the operational services of the photobooth, where task division is carried out systematically, such as placing one person to manage the monitor, one person to manage the queue, and another person to share the photo results and record transactions. This system successfully reduced wait times and improved service efficiency.

In addition to the team's ability to adapt to technological developments, industry trends, and workplace dynamics, the effectiveness of internal communication is also a top priority. Through regular meetings, the team actively exchanges information, ideas, and provides constructive feedback. This good

communication process also supports work coordination and strengthens efficiency in carrying out the company's operations comprehensively.



Figure 2. 7 Photo session with TegoerSapa Team

The success achieved by TegoerSapa reflects the team's commitment to provide the best service to customers and realizing the company's grand vision. The organizational structure of TegoerSapa is designed in such a way as to support the effectiveness and efficiency of the team's work in achieving the set targets. Each member has well-defined roles and responsibilities, tailored to their respective expertise, ensuring that each business process can run optimally. With a structured job description system, each division is able to work collaboratively and support each other, thereby creating synergy in fostering innovation, especially in the entertainment and creative industries.

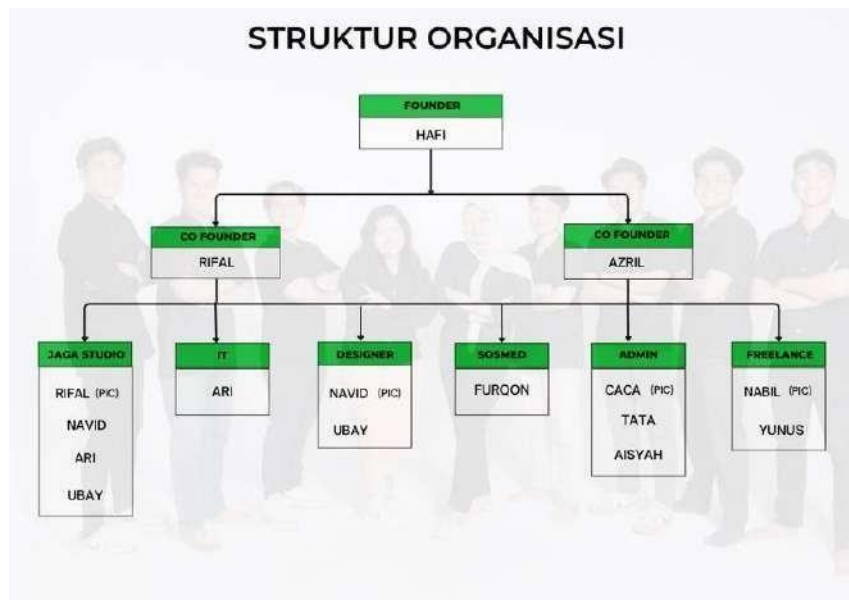


Figure 2. 8 TegoerSapa Organizational Structure

Based on the structure above, the task distribution system for each position is described as follow:

2. 1 TegoerSapa Task Assignment System

Position	Name	Main Task
CEO & Founder	M. Hafi Sarbini	- Leading the overall vision, mission, and business strategy of Tegopersapa. - Developing business, managing external relationships, and making strategic decisions. - Ensuring all divisions work in harmony to achieve the company's goals.
Co-Funder	Azrila Febriyan	- Responsible for the management and development of the Photobooth division. - Planning and executing the photobooth event, as well as coordinating with the client. - Managing equipment, setting prices, and developing marketing strategies for the photobooth.

		• Ensuring all activities run according to SOP and daily targets
<i>Co-Funder</i>	Muhammad Rifal	• Responsible for the management and development of the Photo Studio division. • Managing daily operations, maintaining service quality standards and studio aesthetics. • Developing strategies to enhance the appeal of the Photo Studio. • Coordinate with other divisions for smooth operations.
Studio	Rifal (Pic) Navid Ari Ubay	• Responsible for the smooth daily operations, especially during busy periods such as crowded events, weekends, or holiday seasons. • Operating photography equipment (cameras, lighting, printers) and studio systems according to established standards. • Providing friendly and helpful customer service, including guiding customers in posing, explaining features, and ensuring an enjoyable photo experience.
IT	Ari	• Overseeing, maintaining, and ensuring all operational

		equipment (cameras, printers, computers, lighting, software) functions properly. • Responsible for handling technical issues to ensure smooth operations.
Designer	Navid (Pic) Ubay	• Responsible for all aspects of Tegopersapa's visual design. • Designing Instagram feeds, innovative photo frames, and brand identities. • Ensuring consistency in visually appealing and relevant aesthetics. • Creating visual assets for social media and design elements for studio/events. • Assisting in design trend research for visual image development.
Social media	Furqon	• Completely responsible for managing strategy and executing content across all social media platforms. • Planning the content calendar, analyzing insights, and finding methods to increase engagement, reach, and sales.
Admin & Talent	Caca (Pic) Aisyah Tata	• Handling general administrative tasks (scheduling,

		customer data, communication). • Acting as a talent for the purpose of creating promotional content on various platforms. • Assisting in the concept, production, and presentation of engaging content. • Collaborate with the social media team to produce fresh content.
Freelance	Nabil (Pic) Yunus	• Ensuring a pleasant photo experience for guests and promptly addressing operational needs on the ground. • Operating photobooth equipment during special events. • Helping clients interact with the booth and ensuring the smoothness of the photo session.

3. Participation in the Pop-Up Event

TegoerSapa actively participates in various pop-up market events as part of its branding strategy and as a means of direct sales. In each of its participations, the team does not only focus on product promotion but also strengthens relationships with loyal customers who support local products. In addition, TegoerSapa organizes various interactive activities such as photoboos and merchandise quizzes, which serve as engaging means to build closeness with visitors and to obtain direct

feedback regarding the products and services offered. like the images displayed below, which contain the event schedule for TegoerSapa in March 2024

MARET						
Pasar Ramadhan	1 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,000,000
	2 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,000,000
	3 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,000,000
	4 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,000,000
	5 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,000,000
	6 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,000,000
	7 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,000,000
	8 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,000,000
	9 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,000,000
	10 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,000,000
Bukber REI Kalsel	11 maret 2025	17.00 - 20.00	3	Hotel Novotel BJB	sewa	Rp 2,000,000
Pasar Wadai	12 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,000,000
	13 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,000,000
	14 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,000,000
	15 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,000,000
	16 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 2,000,000
	17 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 2,000,000
Road Show Piala By.U	18 Maret 2025	13.00 - 16.00	3	SMA 4 Banjarmasin	sewa	Rp 2,200,000
Pasar Wadai	19 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 2,000,000
	20 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 1,400,000
	21 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 2,000,000
	22 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 2,000,000
Bukber FKG	23 maret 2025	17.00 - 20.00	3	Hotel Roditha Banjarmasin	sewa	Rp 2,100,000
Pasar Wadai	24 maret 2025	17.00 -23.00	4	Lapangan Murjani BJB	event	Rp 2,000,000
TOTAL			93			Rp 33,700,000

Figure 2. 9 Implementation of the TegoerSapa Pop-Up Event March 2025



Figure 2. 10 Open Booth TegoerSapa at the Banjarbaru Festival 2024

4. Challenges in Market Acceptance

Although TegoerSapa has successfully launched a photography studio with various unique concepts, the first of its kind in South Kalimantan (more than 5 photo spots), attracting over 3,000 new customers within five months, garnering more than 100 thousand views on TikTok and Instagram, recording a monthly sales increase of 15-25%, and generating revenue of Rp 524 million with a total of over 5,000 customers. However, in running the photobooth, self photo studio, and photobox business, TegoerSapa faces several major challenges that affect market acceptance, brand growth, and customer reach. One of the challenges faced is the limited brand awareness. As a relatively new business that has only been operating for just over a year, TegoerSapa is still in the process of introducing itself to the public as a provider of quality photobooth and self studio services. Therefore, efforts in marketing communication and promotion need to be continuously strengthened to reach more potential customers.

The next challenge relates to price sensitivity in certain segments. Although the services offered have creative value and exclusivity, some potential consumers (especially students) still consider price as the main factor. In addition, the increasing competition with similar brands, especially from local businesses, also presents its own challenge. The popularity of instant photography and the need for visual content on social media are driving many new players into this market. Dependence on specific moments or events also poses an operational challenge, especially for photobooth services that heavily rely on occasions such as weddings,

festivals, or parties. When there are no major events, the demand for this service tends to decrease.

5. TegoerSapa Product Catalog

1. Photobooth

a) Landscape Box

Landscape Box is a type of photobooth or self photo studio that uses image composition with a horizontal (landscape) orientation. Its hallmark lies in the photo frame format that expands sideways, rather than vertically like a typical portrait. The studio space is designed to be wider making it ideal for photographing small groups. The main advantage of this studio is its ability to showcase a wider visual range, allowing for more exploration of facial expressions, clothing styles, and decorative elements. The lighting is usually arranged evenly from the sides and top to create balanced and bright photo results. The types of photos suitable to be taken here include sessions with 2-4 people, free posing styles or expressive sitting, and casual photography with interesting decorative backgrounds.



Figure 2. 11 Landscape Box Concept

b) Photo 4R (1 pcs)

The photo print size is 10 x 15 cm or equivalent to the 4R size. The photo is printed in a large format with one main pose displayed. This type of print is ideal for couple photos, individual portraits, or as personal gifts and keepsakes. Usually, these prints are equipped with thematic frame designs, such as decorative elements featuring event themes, brand logos, or specific dates to add a personal touch and enhance the impression of special moments.

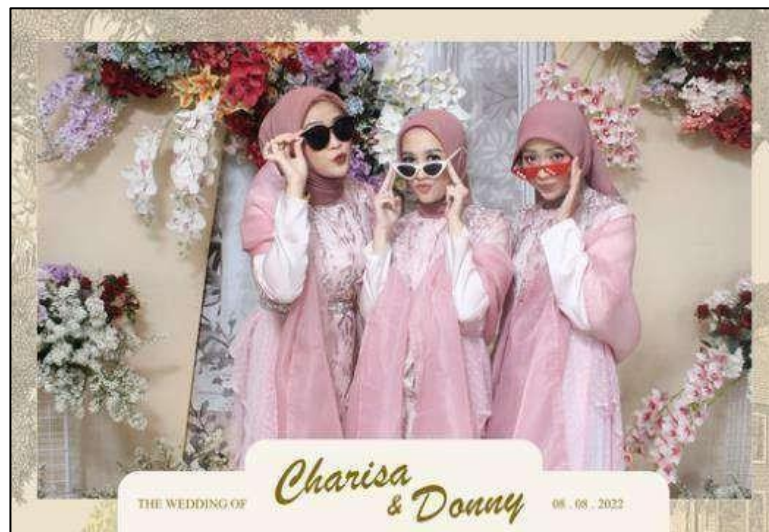


Figure 2. 12 4R Photo Concept (1pcs)

c) Photo Strip (2 pcs)

Having an extended and slim shape, resembling the classic photo strips popular in Japanese or Korean photoboxes. In a single strip, there are usually 2 to 4 small-sized photo frames with a vertical orientation. This format is usually printed in two copies; thus, it can be shared (for example, one for the guests and one for the event organizers). The impressions created such as fun, playful, and nostalgic. It is very suitable for creating a personal and enjoyable photo experience.

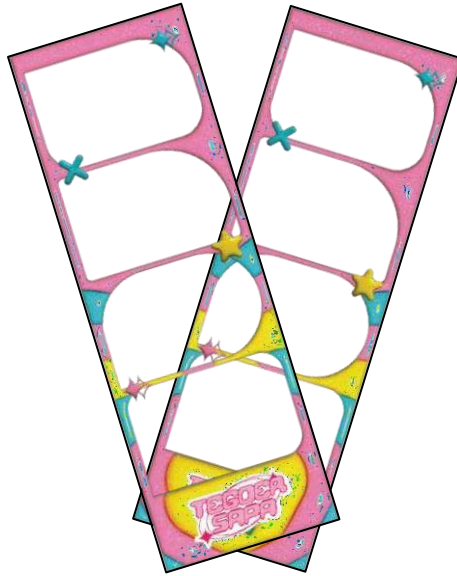


Figure 2. 13 Concept Photo Strip (2pcs)

d) Sharing Station: Photo File & GIF Animated

Sharing Station is an additional feature in modern digital photobooths that provides users with the convenience of accessing and downloading their photos in digital form. Sharing Station consists of photo files, where the snapshots are available in digital formats such as JPEG or PNG, which can be directly downloaded via QR Code, email, or links to online galleries like Google Drive. Meanwhile, animated GIFs are a collection of photos that can be arranged into moving animations (GIF format) with exciting poses or funny expressions, perfect for sharing on Instagram Stories, TikTok, or personal messaging platforms. The benefits of a sharing station include enhancing the overall user experience, strengthening the event's identity through branding elements such as logos or special frames, and providing a modern and practical impression in its use.



Figure 2. 14 Concept of Sharing Station

e) Photobooth Property (Props)

Photobooth props, often referred to as "props," are accessories that are funny, thematic, or unique, used when posing at a photobooth. Examples of props include: oversized glasses, accents like mustaches, rosy cheeks, or animal ears, as well as hats, headbands, crowns, funny signs, small pillows, dolls, and artificial flowers. The use of props aims to make the photo results look more expressive and enjoyable, encouraging users to appear more freely, and to adjust the photo's appearance to match the event theme such as weddings, Halloween, or pop culture.



Figure 2. 15 Concept of HandProps

2) Self Photo Studio

a) Sky Box

The studio is shaped like a closed space with top lighting (sky lighting), producing a dramatic yet natural light effect similar to sunlight. It also features a camera effect highlighted from below, resulting in photos that appear bright, soft, and have a natural impression. The advantage of the sky box is the even distribution of light without harsh shadows. It is very suitable for couple photo sessions, showcasing outfits, or editorial-style portraits with a minimalist concept.



Figure 2. 16 Sky Box Studio Concept

b) Flat Box

This studio has a simple box shape, with even lighting from the left and right sides. The walls are dominated by neutral colors such as white, creating a clean atmosphere and focusing on the main subject. The photo results convey a clean and neutral impression. This studio is very flexible and can be used for various photography needs, ranging from formal to casual styles. Ideal for profile photos, product catalogs, or personal branding.



Figure 2. 17 Flat Box Concept

c) Open Space

An open photo area without booths or partitions, relying only on backdrops and lighting from certain sides to create a more free and dynamic atmosphere. The advantage is that this studio is very suitable for photo sessions with large groups, children, or communities. Ideal for family photos, couples, or groups of friends.



Figure 2. 18 Open Space Concept

d) Reguler

This standard model booth has a size of 1x1.5 meters with a fixed camera and shutter button. The impression of the photos produced is fun and expressive. The advantages are ease of use and instant results, making it very suitable for pop-up events. Ideal for community events, weddings, or birthdays.



Figure 2. 19 Regular Studio Concept

e) 3D Circle

This studio has a circular or semi-circular shape with background elements that create depth, such as hanging props, plants, or curved walls. The resulting photos have an artistic and profound effect. The advantage is creating a three-dimensional space effect in the photo. This studio is suitable for creative shoots, fashion lookbooks, and social media content.



Figure 2. 20 Concept of 3D Circle Studio

f) Teater

The studio is designed to resemble a small theater stage, complete with curtains, spotlights, and decorations with a classic or vintage vibe. The resulting photos have a dramatic and cinematic effect, providing a storytelling vibe in a single frame. This studio is perfect for couple photoshoots, reunions, or nostalgia-themed sessions.



Figure 2. 21 Theater Studio Concept

g) Studio Profesional

A studio designed to meet customer needs such as pre-wedding, graduation, organizational photos, family photos, and corporate photos. The resulting photos have a clean and spacious impression.



Figure 2. 22 Professional Studio Concept

3) Photobox

Photobox is a type of photobooth in the form of a small box or enclosed booth designed to provide a quick and enjoyable photo experience. Photobox allows customers to take photos independently without the need for a professional photographer's assistance.

The main characteristics of a photobox include: a closed design for privacy, an automatic camera, instant photo printing capability, the presence of props and themed backgrounds, and practical operation. Meanwhile, its advantages include:

ease of use, instant photo prints that can be taken home, and creating an interactive and entertaining atmosphere.



Figure 2. 23 Photobox Design

B. Implementation Reflection

1. Lessons Learned

During the implementation phase that has been ongoing since the 6th semester until now, approximately 1 year of operations, we have gained several important lessons that serve as the foundation for continuous development. One of the main lessons learned by students during the implementation of TegoerSapa is the importance of effective human resource management (HRM). In the business implementation phase, we realized that operational smoothness heavily depends on transparent communication, clear task distribution, and the creation of mutual trust among members. The process of job desk formulation, performance evaluation, and the implementation of a results-based incentive system provides an understanding that HR management is not just about task distribution, but also about building morale among each other. When each member understands their role, feels valued, and is given

space to grow, the team's productivity and loyalty increase positively.

We also gained a deep understanding of the importance of time management, especially in balancing academic responsibilities with entrepreneurial activities. Operational activities such as photo sessions, renovations, and customer service often have to be adjusted to fit a busy class schedule. This situation demands high discipline, systematic weekly planning, and flexibility in scheduling work. Through this experience, we learned that time is a very valuable asset, and success in managing two roles simultaneously requires commitment, discipline, and the ability to effectively manage priorities. Throughout the business journey, we also faced various important decisions, ranging from financial aspects, promotional strategies, to service development. Decision-making is not done arbitrarily, but rather based on field data and customer feedback. For example, the decision to improve the reservation system, such as the event photobooth, arose from listening to market needs and evaluating the effectiveness of existing services. Through this process, we learned the importance of critical thinking, being open to suggestions, and having the courage to make decisions while considering their impact on the team and business operations. Additionally, the ability to adapt to rapidly changing market trends, particularly in visual and social media aspects, has become another important lesson. We realize that consumer preferences, especially among the youth (millennials and Gen Z), are greatly influenced by popular aesthetics and experiences that can be shared digitally. This encourages the TegoerSapa team to regularly update decorations and concepts, review services, and create relevant promotional content on platforms

like Instagram and TikTok. From this experience, we can understand that flexibility and speed in adapting are the key factors in maintaining business sustainability amidst the ever-evolving market dynamics.

2. Challenges Faced

During the implementation phase, one of the main challenges faced in managing TegoerSapa is the limitation of resources, especially related to capital and operational support facilities. Tools such as high-quality cameras, professional lighting, and continuously updated decorative props have become crucial elements in maintaining service innovation. However, budget constraints necessitate that the procurement of these tools be carried out gradually. To address this constraint, we implemented a cost-efficiency approach by prioritizing investments in equipment that can have a direct impact on the quality of the photos. Although the fulfillment process is not instant, this approach has proven effective in maintaining operational continuity without sacrificing customer satisfaction.

From an operational perspective, various technical obstacles such as issues with lighting, cameras, software, and reservation systems have become positive challenges. These issues do not only hinder the smoothness of service but also pose a risk of lowering customer trust. To address this issue, we began developing backup tools and enhancing the technical literacy of our members through informal training. The reservation system was also improved by integrating our website called Zenwell and an automatic reminder feature for customers. These efforts successfully improved efficiency and reduced the likelihood of technical errors, although their implementation required time and

ongoing commitment from all team members.

Furthermore, as a student who also plays the role of an entrepreneur, time management becomes a unique challenge. Adjusting between class schedules and business activities often causes time conflicts. On the other hand, the increase in the number of bookings also impacts the need for labor, requiring a more structured team management system. To address this challenge, we implemented a shift rotation system for the studio and freelancers for the photobooth, created a weekly schedule, and established clear job desks for each member. Routine communication through internal groups and weekly evaluations also became important strategies in maintaining operational smoothness. Although this strategy demands high flexibility, this approach has proven capable of consistently maintaining the team's work rhythm.

On the other hand, the demand for TegoerSapa services tends to increase during certain periods such as community events, weekends, and holiday seasons, while outside these periods, there is a significant decline. This situation highlights the importance of developing sustainable promotional strategies and diversifying services. In response, we began offering promotional packages during the low season, collaborating with local communities, and strengthening our business presence on social media. These strategies have started to show positive results in maintaining demand stability, although building strong brand awareness outside of seasonal events requires considerable time and effort.

3. Innovation and Strategy Adjustment

One of the most prominent forms of innovation in the development of

TegoerSapa is service diversification. If previously this business only focused on photobooth services, it has now expanded into the photobox and self photo studio sectors for events, fast print products, and simple visual documentation such as pre-wedding and community events. This diversification step aims to expand market segmentation while maintaining income stability, especially when demand for photobooth services declines. This innovation has a positive impact on business operations, as it does not only maintain team productivity outside of busy hours but also expands business networks and collaboration opportunities with the local community.

In the aspect of human resource management (HRM), TegoerSapa implements a results-based incentive system to enhance work motivation and accountability among team members. Members who successfully achieve daily or weekly targets will receive additional incentives beyond their base salary. This scheme creates a healthy competitive work atmosphere and encourages a focus on results. In practice, this strategy has proven capable of increasing productivity, reducing delays, and maintaining consistent service quality. We, who serve as founders and co-founders, also gained valuable lessons about the importance of a reward system in maintaining team motivation.

In addition, TegoerSapa also innovated the service reservation system. Initially, the booking process was done manually through the WhatsApp application, then refined through web-based integration for customers. This transformation has a direct impact on improving operational efficiency. With a structured booking system accessible to all team members, work time management becomes more orderly and transparent. This shows that the use of

technology can also make a significant contribution to optimize small-scale businesses.

TegoerSapa also demonstrates its high adaptability to rapidly evolving trends on platforms like Instagram and TikTok. The studio sets and decorations are updated regularly by referring to popular aesthetics, such as vintage themes or modern minimalism. These adjustments are made based on light surveys and direct feedback from customers, which positively enhance social media interactions and create memorable visual experiences. From the perspective of human resource management, decoration innovation is required to continuously hone creativity and adapt to trends; thus, that the visual skills and teamwork within the TegoerSapa team also develop over time.

CHAPTER III APPROACH AND DEVELOPMENT FRAMEWORK

A. Analytical Approach

1. Approach Used

The method used in this Final Project is the 7 Validation Toolset approach in the Business-to-Consumer (B2C) Hardware Sequence, developed by Osterwalder & Bland (2019), which aims to validate product or service-based business ideas through phased experiments before large-scale expansion. This approach helps TegoerSapa minimize risks and adapt its services to the market more effectively. This approach consists of seven main stages, namely:

a. Customer Interview

TegoerSapa, at this stage, is conducting direct interviews to explore the needs, expectations, and issues faced by potential users of photobooth, self photo studio, and photobox services. This process is focused on the main consumer segments, namely young people, students, creative communities, and active social media users. The goal of this stage is to understand customer expectations regarding the service concept, identify the most desired features, such as photo printing options, attractive decoration themes, or ease of the ordering process, and create a service approach that is more oriented towards customer needs and comfort.

b. Search Trend Analysis

After identifying customer needs, the next step taken by TegoerSapa is to analyze search trends and market interest through data from Google Trends and social media. This analysis focuses on keywords such as "photobooth," "self

photo studio," and "photobox," covering the South Kalimantan region to obtain a more specific picture of local trends. This analysis aims to assess whether the trend is experiencing an increase and has the potential to be developed in the target area, to schedule promotions in line with the peak popularity of the keywords, and to serve as a foundation for designing targeted content and digital marketing strategies.

c. Search Trend Analysis

At this stage, before physically building the studio set, TegoerSapa first creates an initial prototype in the form of studio layout sketches, backdrop designs, and service usage flow on paper. This prototype is used as material for internal discussions as well as for the initial validation of the space concept. The goal is to save on design trial costs through simple visualization, obtain direct feedback from potential users before purchasing equipment, and accelerate the idea iteration process in a quick and flexible manner.

d. 3D Print

After the paper prototype is validated, the next step taken by the TegoerSapa team is to create a small-scale physical mock-up of the photobox using simple materials or 3D printing techniques. This mock-up is designed to represent the basic form and function of the final product. The goal is to provide a realistic representation to stakeholders or potential partners, test the visual appeal of the design to potential users, and utilize the mock-up as a demonstration medium in initial promotional activities.

e. Explainer Video

To measure the product's appeal before entering the mass production stage, TegoerSapa created an explainer video that explains the usage flow of the self photo studio and photobooth services, the advantages of the features, and the benefits offered to customers. The video was then published on platforms such as Instagram and TikTok. The main objective of creating this video is to provide market education efficiently, enhance the audience's understanding and interest in the service, and attract the attention of potential users before they have a direct experience.

f. Crowdfunding

One important validation method in a B2C Hardware model-based business is through crowdfunding campaigns. Through a presale approach, TegoerSapa offers vouchers or free photo sessions or special packages to potential customers before the studio officially opens. The funds collected from these sales are used to increase capital. The goal of this step is to validate whether the market is willing to pay for the service, reduce the risk of loss on initial capital, and build a user community from the very beginning of the launch.

g. Pop-Up Store

The final stage in this approach is conducting market testing through a pop-up store, where TegoerSapa opens a temporary photobooth service at campus events, bazaars, or local communities. This service can be operated for a limited period to observe direct responses from customers. The purpose of this stage is to test the concept in the real world, measure the service's appeal and the effectiveness of the operational system, and quickly gather feedback for service refinement before the permanent opening.

Each stage in the 7 Validation Toolset within the Business-to-Consumer (B2C) Hardware Sequence is interconnected and provides feedback that aids in continuous improvement. This sequential and iterative approach allows TegoerSapa to continuously adapt and improve their products or services before reaching the large-scale phase. This process does not only reduce the risk of failure but also increase the chances of long-term business success.

2. Reason for Choosing the Approach

The 7 Validation Toolset approach in the Business-to-Consumer (B2C) Hardware Sequence was chosen by TegoerSapa to develop and implement more innovative and competitive photobooth, self photo studio, and photobox services. The main reason for its selection is to provide a systematic and iterative strategy in validating the business model, marketing strategy, and solutions to various challenges faced. This approach helps in solving the problems formulated in 3 main questions through practical and structured steps.

- a. Designing an innovative business model to develop photobooth, self photo studio, and photobox services from the TegoerSapa brand to make them more attractive and competitive. The approach taken is:

- 1) Customer Interview and Search Trend Analysis

Providing direct insights from consumers regarding their preferences and emerging trends. By conducting direct interviews with potential customers and analyzing online search trends, TegoerSapa can identify in-demand services, appealing visual concepts, and features that can enhance product attractiveness. This helps in designing a business model that is more aligned with market desires and innovative.

2) Paper Prototype and 3D Print (Physical Mock-Up)

Allows TegoerSapa to test the design and functionality of the product directly, before producing the final version. Feedback from users can be used to develop new features or models that better align with consumer expectations. With this approach, TegoerSapa can adjust their products to be more appealing and relevant to market needs. This approach also ensures that the business model developed by TegoerSapa has higher appeal and stronger relevance to existing market trends, while also meeting the specific needs of the target consumers.

- b. What competitive advantage strategies can TegoerSapa develop to achieve market dominance amidst the intense competition in the digital photography industry. The approach being implemented is:

1) Explainer Video and Crowdfunding

A very useful tool for building brand awareness and bringing TegoerSapa closer to a wider audience. The Explainer Video visually explains the added value of products and services, making it easier for the audience to understand and remember. Meanwhile, crowdfunding allows testing whether consumers are ready to support the offered product, while also giving TegoerSapa the opportunity to measure market interest in the offered services.

2) Pop-Up Store

It provides the opportunity to introduce services directly to potential customers, gather real-time feedback, and increase brand exposure. Through direct on-site experiences, customers can feel the quality and uniqueness of TegoerSapa's services, which can set it apart from other competitors.

This strategy helps TegoerSapa create a competitive advantage through

the effective use of digital marketing, direct testing of market interest, and direct introduction of services to consumers. This helps strengthen its position in a highly competitive market.

- c. The main obstacles and challenges that TegoerSapa may face in the development of technology-based photography services, as well as how effective solution approaches can be implemented. The approach applied is:

1) Customer Interview and Search Trend Analysis

It helps TegoerSapa identify challenges or obstacles they might face, such as technical preferences, pricing, or functionality issues of the service that do not meet consumer expectations. By identifying the issues early on TegoerSapa can quickly adapt and improve the features that do not meet expectations.

2) Paper Prototype and 3D Print (Physical Mock-Up)

It allows the identification of technical or design issues before launching the product on a large scale. In this way, TegoerSapa can make technical improvements to the hardware used for photography services, reducing potential operational disruptions, such as issues with lighting or cameras.

3) Crowdfunding

It become an important tool to see if there are any financial challenges or obstacles in the development of the service. If the product receives a positive response in crowdfunding, it can help secure more funds to improve or further develop the service, reducing reliance on limited initial capital.

This approach helps TegoerSapa identify and resolve technical and operational issues more quickly and effectively, ensuring that the services offered run smoothly and meet consumer expectations.

The 7 Validation Toolset approach in the Business-to-Consumer (B2C) Hardware Sequence helps TegoerSapa in designing innovative business models, developing effective marketing strategies or approaches, and overcoming existing challenges. By using this validation toolset sequentially, TegoerSapa can enhance its understanding of consumer needs and desires, and continuously adjust its products and services to achieve a competitive advantage in the digital photography market. This approach has proven useful in minimizing risks, optimizing operations, and ensuring sustainable growth for TegoerSapa's business.

B. Data Collection and Analysis Techniques

To obtain a more comprehensive analysis in the development of TegoerSapa's business, data was collected using a mixed methods approach which combines quantitative and qualitative data. This approach was used to provide a deeper understanding of the operational dynamics, consumer preferences, the effectiveness of marketing strategies, and various challenges in business management faced by TegoerSapa.

1. Data Collection Methods

a. Data Primer

1) Customer survey (qualitative)

One of the main methods used by TegoerSapa is direct consumer surveys (face-to-face). This activity was conducted in the form of open questionnaires at the Banjarbaru Ramadhan Festival 2024, where visitors had the opportunity to try the service directly and provide feedback through survey forms regarding their experiences and preferences towards the photobooth service. Through this approach, TegoerSapa successfully obtained

data regarding consumer interest, willingness to pay, factors influencing purchasing decisions, as well as suggestions on design, features, and atmosphere to gain a deeper understanding of the target market. In addition, this survey can also be utilized to evaluate the level of brand awareness and the initial impression of consumers towards the visual concept and unique identity carried by TegoerSapa.

2) Direct observation (qualitative)

In addition to relying on data from face-to-face surveys, TegoerSapa also collects data through direct observation during the organization of various pop-up events in the South Kalimantan region. This observation provides real insights into how potential customers interact with the service in actual conditions, from visit patterns, initial interest, to the decision-making process to try the service. Through this observation, TegoerSapa can capture consumers' spontaneous reactions, such as facial expressions, enthusiasm when using the service, and consumers' preferences for the chosen photo themes or designs. Additionally, this observation also helps identify technical constraints in the field, evaluate design efficiency, and recognize peak visit times. These findings can provide important input to enhance the quality of user experience before the product or service is officially launched.

b. Secondary Data

1) Artic

TegoerSapa also utilizes secondary data sourced from articles, research institution surveys, mass media, and educational institutions related to the

creative industry and the behavior of the younger generation. This data is used as a comparison and complement to strengthen the findings from primary research such as direct observation and internal surveys. By integrating secondary information, TegoerSapa can gain a more comprehensive perspective on market conditions, including popular visual trends, consumer interest in unique and personal photo experiences, and the potential for local market development in South Kalimantan. These findings serve as an important foundation in decision-making related to product development, the formulation of marketing approaches or strategies, and the determination of target customer segments.

2) Photobooth Market Research Report Worldwide

According to the photobooth market research report released by Straits Research, the global photobooth market shows positive growth. This development is influenced by the increasing demand for personal visual experiences, the rise of digitalization in various social events, and the need for engaging and aesthetic social media content. This survey also reveals that the modern photography sector opens up significant opportunities in the entertainment and lifestyle industries, especially among the younger generation who have the habit of documenting moments in a unique, instant, and easily shareable manner digitally. These findings support the belief that service models such as self-photo studios and private photobooths have bright prospects, including in local areas like South Kalimantan.

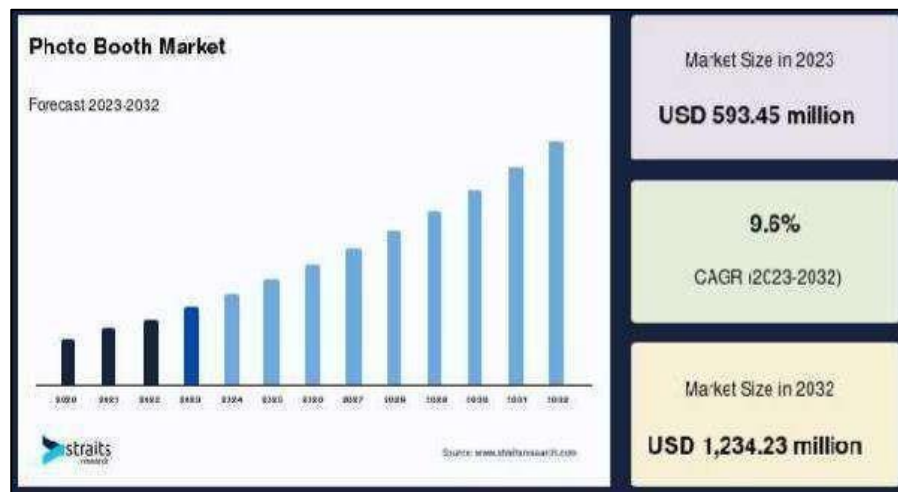


Figure 3.1 Global Photobooth Market Research 2020-2032

3) Social Media Data and Digital Trends

To gain the latest insights into photobooth trends in Indonesia, TegoerSapa utilizes data from various social media platforms such as TikTok and Instagram. Additionally, TegoerSapa also analyzes viral content on TikTok, including videos and posts that receive high levels of interaction and engagement. With this approach, TegoerSapa is able to identify popular photobooth trends, both in terms of service models, concepts design, and decorative elements that attract the attention of young audiences, especially millennials and Gen Z. This information becomes an important asset to ensure that the photobooth services offered remain relevant to the ever-changing market preferences, while also enhancing competitiveness in the rapidly growing creative industry.



Figure 3.2 Trend of Photobooth di Tiktok

4) Sales and Financial Data (quantitative)

TegoerSapa also collects sales data from pop-up store activities, campus events, community bazaars, as well as orders through social media and web platforms. Additionally, financial data such as cash flow and profit and loss statements are also collected to provide comprehensive information regarding TegoerSapa's financial performance. This data plays a crucial role in evaluating profitability levels, the effectiveness of marketing strategies, operational efficiency, and the potential for future business growth. By understanding the trends in revenue and expenses in depth, TegoerSapa can formulate expansion strategies, manage working capital, and plan future investment needs more accurately.

5) Search Trend Analysis

Through the utilization of data from Google Trends, Instagram, and TikTok, TegoerSapa analyzes search trends related to products or services

such as photoboos, self photo studios, and photoboxes, as well as market behavior according to frequently used keywords. This search aims to understand audience interest and the direction of industry development relevant to TegoerSapa's business concept. The analysis results show that the keyword "photobox" has experienced a steady increase in searches since 2025, particularly in major cities such as Jakarta, Bandung, and Surabaya, and is beginning to show a similar trend in South Kalimantan. On the TikTok platform, content with hashtags such as #selfphotostudio, #photoboothestetik, and #vintagephotobox shows high engagement levels, with view counts reaching tens thousands to millions, reflecting a strong interest in private and thematic photography services. Meanwhile, on Instagram, business accounts of self photo studios that actively share content such as behind-the-scenes, customer photos, and themed studio designs tend to achieve high levels of interaction, especially among Gen Z and millennials.

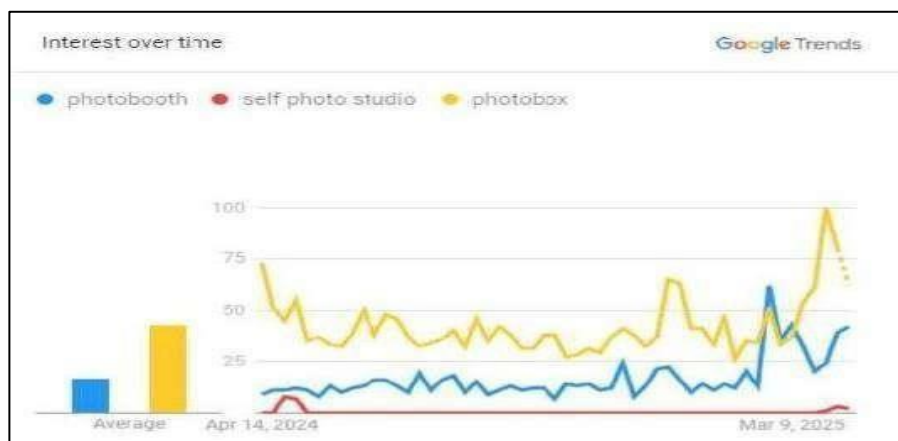


Figure 3.3 Google Trends Search Results for the Keywords Photobooth, Self Photo Studio, and Photobox

2. Data Analysis Techniques

The obtained data is analyzed using an approach tailored to the 7 Validation Toolset method in the B2C Hardware Sequence. This analysis technique aims to test market assumptions, assess consumer responses to products or services, and evaluate business success gradually and sustainably before a full-scale deployment. By using this approach, TegoerSapa can minimize the risk of product failure, direct feature development accurately, and optimize business strategies based on concrete data. Here are the data analysis techniques used at each stage:

a. Customer Interview

Customer interview is the initial step in the validation process aimed at deeply understanding the needs, preferences, and expectations of customers towards the TegoerSapa product. At this stage, direct interviews are conducted with the target market, which includes young people, students, creative communities, and active social media users who enjoy taking aesthetic photos and have a desire to capture personal moments in a unique and private manner.

This interview is used to explore various information and feedback, ranging from expectations regarding the service concept, the most desired features (such as photo printing options, attractive decoration themes, and ease of booking), to preferences related to user experience. The data collected is analyzed using the thematic analysis method, which is a qualitative approach aimed at identifying, analyzing, and reporting patterns/themes within the data. This process is carried out by grouping respondents' answers into categories based on similarities in opinions and tendencies. With this approach, TegoerSapa can gain a deeper understanding of problem-solution fit, namely to what extent the developed photobooth, self-

photo studio, and photobox products truly address the real problems and needs of customers. Then, based on the data presented in the image below, it can be concluded that people tend to immortalize their moments and memories so that they can last long by printing photos or moments in physical form. They also tend to record or photograph these moments and store them either as soft files or hard files. Then the respondents also showed enthusiasm for trying out the photo studio services as depicted in the image below.



Figure 3.4 Respondent Results for Capturing Photos



Figure 3.5 Respondent Results for Using Photo Studio Products

b. Search Trend Analysis

After exploring customer needs through interviews, the next step is to

conduct a search trend analysis to evaluate online search data related to products such as photobooths, self photo studios, and photoboxes. The process involves collecting data from various platforms such as Google Trends and social media (Instagram and TikTok) to identify the service categories of TegoerSapa that have the highest level of consumer interest.

In this stage, keyword mapping techniques are used, which is the process of organizing and classifying keywords based on their relevance to the pages, content, or services offered. In addition, a comparative analysis is also conducted, which involves comparing search trends of several similar products to determine the market potential of each category. From these results, the data is then analyzed quantitatively by comparing search volumes over a specific period, both monthly and annually, to observe the trends in consumer interest fluctuations. The results of this analysis serve as the basis for TegoerSapa in formulating product development strategies that are more relevant to the market in the creative industry and modern photography sectors.

c. Paper Prototype

After gaining insights from the interview results and trend analysis, the next stage is to create a paper prototype, which is an initial design visualized through sketches. The purpose of this prototype is to test the service concept early on and measure how well potential customers can understand and be interested in the features and experiences offered. The trial was conducted interactively through the Q&A feature on Instagram Story to directly reach the target audience. To assess the effectiveness of this initial design, a feedback analysis method is used, which involves gathering responses from

potential customers and the internal team regarding the displayed sketches and concepts. The feedback obtained is then categorized based on the level of satisfaction and suggestions for improvement. This approach allows TegoerSapa to iterate the design quickly and efficiently, before proceeding to the creation of a physical prototype that requires greater costs.

d. 3D Print



Figure 3.6 3D Prototype

After refining the product concept through a paper prototype, the next step is to create a physical prototype using 3D printing technology. The purpose of this step is to provide a tangible representation of the product's shape and appearance, as well as to test how visually appealing the design is before the official launch. The trial was conducted using an in-depth feedback approach, where prospective customers of TegoerSapa were asked to directly try the photobooth or self photo studio products or services, and then provide detailed feedback regarding their experience. This process includes open-ended questions that explore customers' perceptions of the design, ease of use, accessibility, and emotional aspects felt while

using the service. The feedback obtained is analyzed qualitatively to identify the most memorable elements, factors that are still confusing, and improvement suggestions that can enhance the quality of the service.



Figure 3.7 3D Print from Landscape box

e. Explainer Video

After the physical prototype receives initial validation, the next step is to create an explainer video to assess the extent to which consumers understand and are interested in the offered service, through interactions with the video (such as the number of viewers, comments, and watch duration). This video features an explanation of the service concept, the uniqueness of the studio design, tool explanations, and key features such as backdrop theme variations, professional lighting, and instant print options. This video is disseminated through various social media platforms such as Instagram and TikTok.

The analysis process is conducted by examining engagement metrics, including the number of views, interaction rates (likes, comments,

and shares), watch duration, and responses to interactive features such as polls or Q&A on Instagram Story. The findings from this analysis help TegoerSapa assess audience interest and engagement with the presented video content, as well as identify which elements are most appealing or still need improvement.



Figure 3.8 Explainer video tegoersapa photobooth

To find and watch the video above, it can be accessed through the following link:

<https://www.instagram.com/reel/C3gu4ISrTZ/?igsh=bG8xazA4NGRqbnRr>

f. Crowdfunding

After receiving a positive response from the market through the explainer video, the next validation stage is the implementation of crowdfunding to evaluate the extent of market interest and consumer readiness to pay or support the service before the studio is officially launched. This campaign is run through a platform that allows potential customers to make pre-orders as a form of initial support for the product.

The analysis was conducted using the market willingness to pay approach, which measures the extent to which potential consumers are willing to pay for TegoerSapa services through price simulations and contributions to the crowdfunding campaign. In this approach, several service packages with different prices are also offered to see which package is the most popular. If the crowdfunding target is met within the specified timeframe, this indicates strong market interest and simultaneously confirms that the price and value of the product meet consumer expectations.

g. Pop-Up Store

As the final validation stage, TegoerSapa conducts market testing through the pop-up store concept, where the photobooth service is temporarily presented at campus events, bazaars, and other community locations. Tegoersapa itself has conducted more than 30 events ranging from campus events to government events. This stage focuses on analyzing consumer behavior, direct responses to the service, and measuring real market potential through sales results and feedback during the activities. Several aspects that were observed include the number of visitors, the conversion ratio from visitors to users, the average duration of service usage, spontaneous reactions to the appearance and experience, as well as the most liked themes or service packages.

The analysis was conducted using a customer behavior observation approach, which involves direct monitoring of customer interactions from initial interest, decision-making process, to satisfaction level after trying the service. The results of these observations serve as a reference to assess the

product's readiness to enter the broader market, while also improving service elements, studio design, and marketing strategies to better align with the actual needs and expectations of the market.

CHAPTER IV ENVIRONMENTAL ANALYSIS

A. Internal Environment Analysis

SWOT analysis is used to assess the strengths, weaknesses, opportunities, and threats possessed by TegoerSapa, based on the results of business implementation during the 6th semester (Weihrich, 1982). Through this analysis, TegoerSapa can understand its strategic position more clearly, based on the results of various validation stages that have been carried out, from market research, prototype creation, to product testing through pop-up events.

1. Strength

- a. Concept Relevant to Market Trends:** TegoerSapa offers photobooth, self photo studio, and photobox concepts that align with current market needs, where personalization, privacy, and aesthetics are the main selling points, especially among Gen Z and millennials.
- b. Flexibility of the Business Model:** TegoerSapa's products can be presented in pop-up formats, permanent studios, or event-based setups, allowing flexibility in reaching various market segments and events.
- c. Competitive Prices with High Value Experience:** Compared to using conventional photography services, TegoerSapa offers more affordable prices while still providing a premium experience in personal documentation.

d. Proximity to the Creative Community: Through event strategies on campus, festivals, and bazaars, TegoerSapa builds strong relationships with the young and creative community, which becomes the main market segment.

e. Responsive to Digital Trend: TegoerSapa actively monitors trends through TikTok, Instagram, and Google Trends, making the brand agile in adapting its concept, studio design, and content strategy.

2. Weakness

a. Brand Awareness is Still in the Early Stages: As a new brand, TegoerSapa needs to strengthen its branding to become more widely recognized, especially beyond the scope of local events.

b. Dependence on Offline Events: Most marketing and sales activities still rely on physical presence at offline events, which limits consumer reach.

c. Limited Resources for Scalability: In the early stages, the availability of funds, labor, and production tools may still be limited, thereby slowing down the process of expanding into broader markets.

3. Opportunity

a. The Rise of Personal Documentation Culture: There is a surge in public interest in documenting personal moments in a unique and aesthetic way, both for social media and personal needs.

b. Potential Collaboration with Event Organizers: Many events, campuses, and even large brands are looking for unique photobooths as part of their promotion or engagement activities.

c. Regional and National Expansion Opportunities: With positive growth, TegoerSapa has the potential to expand its reach to other cities in Kalimantan and to other urban areas in Indonesia.

d. Product and Service Diversification: TegoerSapa can develop new products such as seasonal themed photoboos (e.g., Eid, Christmas), corporate event services, and bundling with photo printing services or an online store.

4. Threat

a. Competition is Getting Tougher: Many new businesses in the creative sector are emerging, using designs and themes that are more aesthetic than ours, including digital and AI-based photoboos that offer innovative concepts.

b. Economic Uncertainty and Consumer Spending Power: An unstable economic condition can affect the public's spending priorities on non-essential entertainment services, especially in 2025.

c. Rapidly Changing Consumer Trends: Design preferences, photo styles, and booth concepts are highly dynamic, requiring continuous innovation to prevent products from quickly losing relevance.

d. Technology Risk: Dependence on digital technology, such as online booking and payment systems, also brings risks such as technical constraints, system errors, or the need for ongoing upgrade costs.

Through this SWOT analysis, TegoerSapa has a great opportunity to develop as an iconic brand of photobooth, self photo studio, and photobox in the

digital photography market. The main strength of TegoerSapa lies in its service concept that is relevant to the trends of personalization, privacy, and contemporary aesthetics, supported by an adaptive and creative team. Weaknesses such as limited capital, the need for additional human resources, and technical obstacles in operations become challenges that need to be managed strategically.

B. External Environment Analysis

To gain a deeper understanding of the opportunities and threats faced by TegoerSapa, an external environment analysis was conducted using the PESTEL approach (Political, Economic, Social, Technological, Environmental, Legal). This analysis provides comprehensive insights into various external factors that influence TegoerSapa's business, based on each element in the PESTEL framework.

1. *Political*

The stable political conditions in Indonesia provide a strong foundation for the continuity of creative businesses like TegoerSapa. This stability also facilitates participation in various community events and festivals, which are important channels for introducing the brand to the public. In addition, government support for MSMEs, through mentoring programs and tax incentives, opens up opportunities to strengthen operations and expand business networks. However, as an event-based photobooth business, it is important to pay attention to the licensing and regulations applicable to the organization of public events. This can affect the planning of schedules and the selection of locations for future expansions.

2. *Economic*

The increase in purchasing power of the middle class, especially among millennials and Gen Z, indicates a rapid economic growth trend. This condition opens up great opportunities for TegoerSapa to introduce creative products and services to a wider market. In addition, the high consumption in the creative and digital sectors in urban communities is further driving the demand for services such as self photo studios, photoboosts, and photoboxes. However, economic instability, especially post-pandemic, remains a factor that needs to be anticipated as it can affect consumers' ability to spend money on secondary needs such as photography services. On the other hand, the increase in operational costs, including rent, electricity rates, and the prices of photography technology equipment, can also put pressure on TegoerSapa's profit margins, necessitating adaptive cost efficiency strategies to maintain business sustainability.

3. *Social*

The strong trend of social media and selfie culture, especially among Gen Z and millennials, creates a natural demand for creative photo studio services. The urban lifestyle that emphasizes unique experiences and visual documentation presents a significant opportunity for TegoerSapa to expand its market reach. However, the rapid shift in consumer lifestyles necessitates that TegoerSapa continuously innovate and update its services to remain relevant and competitive amidst the increasingly dynamic market.



Figure 4. 1 Festival Ramadhan Banjarbaru 2024

4. Technological

Advancements in technology in the fields of digital cameras, lighting, and editing also support the improvement in the quality of photobooth and self photo studio services. Additionally, the utilization of digital marketing tools such as Instagram Ads, TikTok, SEO, and event marketplaces has become a key factor in expanding market reach and enhancing the visibility of the TegoerSapa brand. However, on the other hand, the ease of access to similar technologies has also increased the level of competition in the market, with more and more new competitors emerging and offering similar services. This situation demands that TegoerSapa continuously innovate and build strong differentiation.

5. *Environmental (Lingkungan)*

Increasing environmental awareness is encouraging businesses to adopt more eco-friendly practices, such as using reusable photobooth materials and reducing production waste. TegoerSapa can seize this opportunity by developing a brand as an eco-friendly photo studio to attract the segment of consumers who care about sustainability issues. However, on the other hand, outdoor event operations face external challenges such as rain or extreme heat; thus, mitigation strategies are needed, such as the use of special tents, indoor spaces, or photography equipment that can withstand various weather conditions.

6. *Legal (Hukum)*

To maintain a solid reputation and avoid potential legal issues, TegoerSapa recognizes the importance of compliance with regulations governing various aspects of business, especially those related to copyright. Therefore, TegoerSapa ensures that all elements of decoration, the use of music (especially for video reels), and photobooth branding do not infringe on the copyrights or intellectual property rights of others.

The sustainability and growth of TegoerSapa do not only depend on products and services, but also on how the company manages and complies with applicable legal provisions. TegoerSapa is committed to implement comprehensive legal compliance policies, with the aim of ensuring that every step taken is in line with business law, intellectual property rights, and consumer protection. As part of the effort to strengthen the structure and foundation of the business, TegoerSapa will also equip itself with the necessary

legal requirements, including the establishment of a business entity in accordance with existing regulations, such as a limited liability company (PT), partnership (CV), or registration as an official MSME. The choice of business entity is not just about administrative compliance, but also provides assurance to customers and business partners that TegoerSapa is a legitimate, professional, and trustworthy entity.

TegoerSapa will also leverage the existence of legally registered business entities as an opportunity to obtain various conveniences, such as smoother licensing, participation in official events, and access to various financing options that can support business growth and expansion. Additionally, to ensure that all business operations comply with applicable regulations, TegoerSapa will leverage technology to monitor and keep up with relevant regulatory developments. The use of digital platforms will enable the company to quickly respond to regulatory changes and ensure that operational steps are always on the right track.

C. The Relationship Between Internal and External Analysis

Based on the analysis of internal and external factors affecting TegoerSapa's business, it can be concluded that the creative and digital sectors, particularly photobooth and self-photo studio services, offer significant opportunities. To optimize these opportunities, TegoerSapa needs to focus on formulating strategic steps that can maximize internal strengths, leverage market opportunities, while also addressing weaknesses and anticipating various external threats. Therefore, strengthening brand awareness through targeted digital marketing strategies, as well as consistency in maintaining service quality, becomes key in building customer

loyalty. The connection between these two analysis results serves as an important foundation for TegoerSapa in designing more effective company strategies in the future.

1. Internal Strengths that can Accommodate External Opportunities

a. High Creativity in Design and Service Concepts

TegoerSapa presents a creative, unique, and innovative concept of photobooths and self-photo studios. Each design and service are specially crafted to meet the tastes of Gen Z and millennials who prioritize aesthetic visuals, personal touches, and memorable photo experiences, perfect for sharing on social media and being remembered for a lifetime.

b. Adaptation to Technology Trends and Digital Marketing

TegoerSapa is able to quickly adapt to technological developments and digital marketing trends. By utilizing various modern tools such as Instagram and TikTok, TegoerSapa effectively expands its market reach and builds brand awareness.

c. Flexibility in Providing Event-Based Services

With a flexible service model, ranging from event-based photobooths to self-photo studio services, TegoerSapa is able to tailor its offerings for various types of events, from community festivals to corporate events.

d. Branding with a Focus on Uniqueness and Sustainability

TegoerSapa has the potential to build its branding as an "eco-friendly photo studio" by prioritizing the use of reusable materials and implementing environmentally friendly event management, to attract consumers who care about sustainability issues.

2. Internal Weaknesses that Need to be Addressed to Seize Opportunities

a. Limitations of Professional Human Resources (HR)

TegoerSapa is currently facing challenges due to the limited number and competence of human resources, especially in technical fields such as photography, creative design, event management, and digital marketing. This condition has the potential to affect service optimization and needs to be addressed immediately through a targeted team development strategy.

b. Suboptimal Organizational Structure

The formal organizational structure and unclear task distribution can lead to inefficiencies, especially in managing complex event projects that require solid team coordination. To address this, it is important for TegoerSapa to immediately establish a more defined organizational structure and develop an efficient task distribution system to support smooth operations.

c. Excessive Dependence on Social Media Platforms

Currently, TegoerSapa's marketing strategy heavily relies on platforms like Instagram and TikTok, which are susceptible to algorithm changes. This dependence risks reducing organic reach, which can affect the long-term effectiveness of marketing campaigns. To address this, it is important for TegoerSapa to consider diversifying marketing channels by exploring other platforms and enhancing marketing strategies through offline methods.

d. The Suboptimal Management of Operational Risk

TegoerSapa currently does not have an effective standard procedure to manage technical or non-technical risks that may occur during the event, such as equipment damage, rain during outdoor events, or other operational errors. The

inability to manage these risks affects the smooth running of the event and customer satisfaction. Therefore, it is important for TegoerSapa to immediately design a more structured and adaptive risk management system, including mitigation steps, team training, and the development of emergency procedures for each potential risk.

3. Threats that Need to be Managed with Tactical Strategies

a. Competition is Getting Tougher in the Creative Industry

Easy access to photography technology and digital marketing has facilitated the emergence of many new competitors, both from individual creators and small studios. This condition increases the level of competition in the creative industry, forcing TegoerSapa to continuously innovate, strengthen the uniqueness of its services, and maintain its competitive edge to survive in an increasingly competitive market.

b. Rapid Changes in Consumer Trends

The preferences of Gen Z and millennials regarding photography styles, themes, and event concepts change very rapidly, in line with the rapidly evolving global trends on social media. This adds a challenge for TegoerSapa to always adapt quickly and maintain relevance in meeting the ever-changing needs of consumers. Therefore, TegoerSapa needs to have an agile system to keep up with trends and conduct market research regularly to stay at the forefront.

c. Dependence on External Factors such as Weather for Outdoor Events

Outdoor events are highly dependent on weather conditions, which can damage equipment, reduce consumer experience, or even cancel the event. This

dependence adds uncertainty and poses a significant risk of disrupting the smooth running of the event. To mitigate this risk, TegoerSapa needs to develop a contingency plan that includes alternative indoor venue options and the provision of additional equipment to protect against undesirable weather.

d. Increasing Consumer Awareness of Environmental Issues

Consumers are becoming increasingly selective in choosing brands that demonstrate environmental responsibility and the use of single-use materials can now harm a brand's image. Therefore, TegoerSapa has the opportunity to strengthen its brand image as a pioneer of sustainability by adopting environmentally friendly practices, such as using reusable materials, reducing event waste, and supporting sustainability initiatives in every event it organizes.

4. Synergy between Internal and External Factors to Accelerate Expansion

a. Product Creativity with Visual Documentation Culture Trend

TegoerSapa, known for its creativity in photobooth and self-photo studio concepts, has a great opportunity to capitalize on the visual documentation trend favored by Gen Z and millennials. This generation is very active in sharing content on social media; thus, TegoerSapa's unique and creative photo experiences can further strengthen the brand's appeal as a top choice relevant to modern visual culture and digital trends.

b. Technology Adaptation with Digital Economic Growth

TegoerSapa's ability to leverage digital platforms, combined with the increasing trend of digital transactions and online consumption in Indonesia, presents a significant opportunity to optimize online marketing. By utilizing

the continuously evolving digital ecosystem, TegoerSapa can expand its market reach and attract more online-active consumers, as well as improve conversions through more targeted marketing strategies.

c. Sustainable Product Innovation with the Rapid Changes in Consumer Trends

The internal innovation culture of TegoerSapa aligns with the dynamic and rapidly changing market needs. By continuously developing relevant and adaptive products to changing consumer trends, TegoerSapa can maintain a superior position in the market while meeting the expectations of consumers who increasingly prioritize unique and personal experiences. This continuous innovation will ensure that TegoerSapa remains the top choice in the competitive industry.

e. Service Flexibility with High Community Event and Festival Activity

The flexible service model allows TegoerSapa to quickly adapt and enter various types of community events, festivals, and corporate events that are rapidly growing post-pandemic. This flexibility provides TegoerSapa with a significant opportunity to expand its market reach and tap into various consumer segments.

CHAPTER V FORMULATION OF BUSINESS DEVELOPMENT STRATEGY

Identification of Development Strategies

1.) Theoretical Framework

In developing a business, every startup will go through a series of stages known as the Start-Up Life Cycle, first proposed by Steve Blank (2005). This cycle depicts the journey of a business from the initial phase to achieving a larger and more mature scale. Based on the image used, the Start-Up Life Cycle consists of five main stages:

a. Idea (Initial Concept & Market Validation)

The initial stage for Tegopersapa is the ideation phase, where the concepts of photobooth services, self-photo studios, and photoboxes are developed based on local market needs. In this phase, in-depth research is conducted to understand the target audience (Gen Z and Millennials), visual entertainment trends, and the market gaps that need to be filled.

- Tegopersapa has gone through this stage by conducting customer interviews in crowded areas and search trend analysis on social media to understand the desires and habits of taking photos and sharing moments among Indonesian youth.
- In addition, initial validation was conducted by testing the concept of a mini studio setup and a mock-up of the photo frame design through paper

prototypes or digital simulations to observe the initial responses of potential customers to the photo experience that will be offered.

b. Start-Up (Testing and Initial Launch)

After the idea was developed, Tegopersapa began entering the trial or pilot test phase. At this stage, a more concrete service prototype (for example, a photobox unit or a simple self-photo studio set) is created to test whether the service concept can be well received by the market.

- Tegopersapa conducts service trials through mini pop-up events in campus areas or local community markets, allowing potential customers to directly experience the photo service and provide feedback.
- In addition, short teaser video methods are used on social media (TikTok/Instagram Reels) as an initial marketing tool to introduce the concept of photobooth/self photo studio to the audience and measure the market's interest level in this trend.

c. Development and Initial Growth

At this stage, Tegopersapa is beginning to enter the rollout phase, where services are starting to be distributed to a wider market and marketing strategies are being implemented more aggressively. Funding sources are becoming an important aspect for the business to grow faster and target various event segments and locations.

- i. Tegopersapa uses a pre-booking package strategy or special offers for event organizers as a form of market validation and a way to raise initial funds to increase equipment capacity and expand design variations.

- ii. In addition, the distribution strategy is starting to expand through collaborations with event venues (such as hotels or meeting halls) or the placement of temporary booths in shopping centers, allowing customers to directly experience the Tegopersapa photobooth/self photo studio before making a reservation.

d. Growth (Expansion and Scalability)

After passing the development stage, Tegopersapa, which successfully achieves product-market fit (services that are favored and in demand) will enter the growth phase. At this stage, the main focus is on market expansion, scaling up operations, and adding service variations to meet the increasing demand.

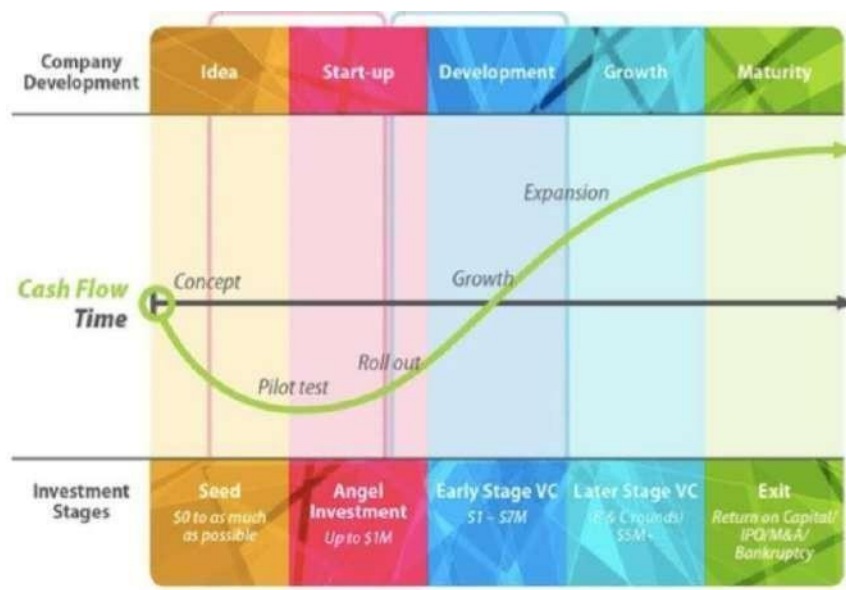
- a. Tegopersapa has started to increase the capacity of photobooth equipment (adding units, props, and unique backgrounds) and opening permanent self-photo studio branches in strategic locations (such as office areas or campuses) without compromising service quality.
- b. The digital marketing strategy is being strengthened to increase brand awareness and customer loyalty, as well as to build a community of brand evangelists among Tegopersapa's loyal customers so they can help promote through social media.

e. Maturity (Stability dan Exit Strategy)

At this stage, Tegopersapa has achieved stability and solidity in the market. The business is starting to explore various other opportunities, such as product/service diversification or expansion into broader markets (out of

town/international). The proven successful business model is being further developed to ensure long-term sustainability.

- iii. Tegopersapa can explore strategies such as franchising photobox/self photo studio units to other cities, merging with major event organizers, or acquiring prop and backdrop service providers to strengthen the supply chain.
- iv. Product/service diversification can be achieved by introducing:
 - Exclusive merchandise themed Tegopersapa (for example, custom photo albums, unique digital frames).
 - v. Collaborate with communities or influencers to create thematic campaigns or events.



Figures 5.1 Flow Start Up/Company Life Cycle

2.) Formulation of Development Strategy

Based on the analysis using the Michael Porter approach, TegoerSapa has a great opportunity to strengthen its brand position, enhance customer satisfaction,

and drive sustainable business growth. Therefore, the development strategy is divided into two phases: short-term strategy (6-12 months) and long-term strategy (1-5 years). The short-term strategy focuses on increasing production capacity, product differentiation, and market expansion through digital marketing and participation in offline events. TegoerSapa will also collaborate with influencers and optimize creative content to strengthen brand awareness.

B. Short-Term Strategy (6-12 Months)

1) Increase in Production Capacity

a) Optimization of Tools and Technology: To increase production capacity in a short time, TegoerSapa can conduct an audit of the equipment and technology used to ensure that the existing tools are being utilized to their maximum potential. Investment in additional devices such as advanced cameras/ more efficient photobooth equipment can increase output without requiring much time or additional labor.

b) Improvement of Production Process Efficiency: Refining and establishing clear SOPs (Standard Operating Procedures) for a faster and more efficient production process. By ensuring that each service stage has established standards, TegoerSapa can enhance speed and quality at every event.

c) Addition of the Operational Team: Conduct recruitment of freelance employees to balance the increase in demand during

certain seasons/major events. Focus on skilled workers in technical and creative design fields to support production capacity.

d) Addition of a New Photobox: Adding a new photobox unit to improve Tegoersapa's cash flow and increase profits compared to the previous one and to enhance Tegoersapa's brand awareness.

2) Product Differentiation

a) Development of Technology-Based Services: Developing more innovative photobooth concepts, such as the use of Artificial Intelligence (AI) or Instagram filters that customers can use directly, to provide a unique new experience.

b) Development of Environment-Based Services: Enhancing sustainability by introducing eco-friendly elements in products and operations. For example, the use of recyclable materials and renewable energy such as wood and paper for events.

c) Simplification of Services for Home Events: Providing more affordable and simpler photobooth service packages for home events, such as aqiqah, reunions, or family gatherings, to attract a broader market segment.

3) Wider Market Penetration

a) More Aggressive Digital Marketing: Increasing presence on social media platforms like Instagram, TikTok, and YouTube with creative content that captures the attention of young audiences. Using

influencers and creative content to attract more Gen Z and millennial audiences.

b) Partnership with Event Organizers: Establishing relationships with event organizers to gain more opportunities in providing photobooth services at various major events, whether weddings, festivals, or corporate events.

c) Promotion and Discount Packages: Organizing promotions to attract more new customers, such as discounts for major events, bundling packages with other services, or seasonal discounts.

C. Long-Term Strategy (1-5 Years)

TegoerSapa will focus on optimizing operations to drive sustainable growth and innovation. Some of the strategic steps that will be implemented in the long term are as follows:

1) Scalability and Operational Expansion

a) Expansion to Major Cities: Expanding business reach by opening branches or official representatives in several strategically important major cities such as Bandung, Surabaya, Yogyakarta, and Bali. These cities were chosen because they have a large young population, a high level of consumption of creative culture, and are often venues for community events, festivals, and corporate events.

b) Partnership Model (Franchise): To accelerate expansion without burdening operational capital too much, TegoerSapa can also develop a partnership or franchise system. This model allows third

parties to operate TegoerSapa branches in other regions using the official name, concept, and operational standards.

2) Product and Service Diversification

- a) Self Photo Studio Full-Automated:** Developing the concept of a self photo studio based on a full-automated system, where consumers can have a photo session without the need for a photographer. This studio will be equipped with equipment such as a professional camera integrated with an automatic control system, a touchscreen to select poses or camera angles, an automatic timer, and a preset lighting system.
- b) Digital Photobox in Public Places:** Developing digital photoboxes placed in strategic public areas such as malls, popular cafes, co-working spaces, and event venues. The photobox will allow users to take quick photos with various frame and filter options, as well as the ability to print or download files directly through digital payment.
- c) Commercial Content Production Services:** Expanding services by offering commercial photo and video production for SMEs and local brands. These services include product shoot branding, catalog photos, social media promotional content, and simple advertisement videos.

3) Strengthening the Digital Ecosystem

a) TegoerSapa Mobile Application: Developing a mobile application based on Android and iOS to facilitate customers in accessing various services digitally. This application becomes the center of consumer activities with various integrated features.

b) Membership Program: Launching a membership program to build long-term relationships with customers, encourage repeat orders, and increase consumer retention.

4) Development of National and Regional Brand Positioning

a) Participation in National/Regional Events: Actively involved as a regular vendor in various major national and regional events, such as music festivals, startup and technology events, and cultural exhibitions and international festivals in Southeast Asia.

D. Mapping of Resources and Needs

Strategic Resource Management (SRM) is a systematic approach to managing organizational resources, not only operationally but also to support long-term goals and sustainable growth. In the context of TegoerSapa's business development, Strategic Resource Management is focused on three main aspects:

1. Human Resources (HR)

a. Recruitment and Development: Increasing the quantity and quality of the workforce, both for event operations, content production, and digital marketing. Focus on recruiting creative talents, photographers, content creators, and adaptive and innovative event staff.

- b. Training and Upskilling:** Providing regular training related to the use of new technologies (such as self photo automation), customer service, modern photography techniques, and digital marketing.
- c. Flexible Team Management:** Forming project-based teams to quickly adapt to the demands of small to large-scale events, including building a pool of freelance workers for peak season needs.

2. Finance

- a. Cash Flow Management:** Preparing financial projections and strategic budgets to support the increase in production capacity, equipment purchases, and sustainable digital marketing.
- b. Diversification of Funding Sources:** Seeking additional capital, whether through partnership or franchise programs, investors, or creative financing schemes such as crowdfunding for new products.
- c. Investment in Productive Assets:** Focus on purchasing new equipment (cameras, photobox) and developing technological infrastructure (such as mobile applications) as a form of long-term investment.

3. Technology

- a. Service Automation:** Developing a self-service system in photo studios, digital photoboxes, and cashless payment integration to enhance operational efficiency.
- b. Platform Digitalization:** Building the TegoerSapa mobile application for booking services, photo editing, loyalty systems, and customer cloud galleries, strengthening digital interactions with consumers.

- c. **Technology-Based Product Innovation:** Developing new concepts such as Augmented Reality (AR) photoboosts, instant creative filters, and virtual backgrounds to enhance the consumer experience.

E. Product Development and Added Value

Product development at TegoerSapa is not only directed towards expanding product variations but also emphasizes innovation to strengthen market competitiveness.

1. Product innovation

As time goes by and the business processes evolve, the TegoerSapa team has been striving to establish operational standards that encompass aspects of service, design, and working hours as a reference to maintain service quality consistency. The establishment of these standards aims not only to streamline daily operations but also to build strong brand awareness, thereby supporting mutual growth and profits in the future.

As part of our commitment to customer satisfaction, TegoerSapa actively receives and processes customer feedback. Various innovations and service quality improvements have also been implemented, including:

- a. Customization of design according to customer requests to provide a more personal experience.
- b. The addition of creative photo spots, which distinguishes TegoerSapa from other competitors in the self-photo studio industry.

In order to expand choices for consumers, TegoerSapa is also focusing on developing new product lines. The tangible form of this innovation is as follows:

- a. The opening of two new spots in the past month, namely the 3D spot and the theater spot, which immediately received a positive response from the market.
- b. Sustainable plans to develop various new spots and integrate permanent photoboxes in strategic locations such as coffee shops and restaurants. This aims to reach a wider consumer base in their daily activities.

Through a customer-centric approach and continuous product innovation, TegoerSapa is optimistic about continuing to grow and strengthening its position as the top choice in creative photobooth and self photo studio services.

F. Key Performance Indicator (KPI)

To measure the success of the implementation of TegoerSapa's business strategy, Key Performance Indicators (KPIs) are determined using the Balanced Scorecard model.

- 1. Finance:** The income target is Rp80 million per month, plus the success of securing an additional Rp80 million in funding from local investors. Success in this aspect shows that TegoerSapa is capable of managing finances efficiently and convincing external parties about the existing business potential. This also reflects a strong understanding of market dynamics and risk management strategies, which ultimately provides a solid foundation for long-term business expansion and sustainability.
- 2. Customer Satisfaction and Social Media Engagement:** Focusing on customer satisfaction with a target of 3.2 million total views on Instagram and TikTok platforms reflects the brand's appeal in the market and the

effectiveness of the marketing strategies implemented by TegoerSapa. This achievement demonstrates that the brand has successfully attracted a wide audience, built stronger relationships with customers, and leveraged the power of social media to enhance brand awareness.

3. Marketing: TegoerSapa is committed to increase studio visitors per month with a target increase from 2-3 groups per day to 5-6 groups per day. To achieve this, several strategic steps have been implemented:

- a. Digital Marketing Campaign: Successfully increased brand awareness by up to 30%, demonstrating effectiveness in reaching a wider audience and introducing TegoerSapa to a larger market.
- b. Collaboration with Influencers: Collaborating with leading influencers and vloggers, which expands market reach and enhances brand credibility in the eyes of consumers, especially among Gen Z and millennials who are active on social media.
- c. Creative Content and Sustainable Campaigns: Involving the creation of creative content and leveraging the latest trends on Instagram and TikTok helps increase audience interaction and engagement, which ultimately leads to an increase in studio visitors.

4. Innovation and Sustainability: Product innovation has become one of the main pillars in supporting TegoerSapa's long-term growth. The company continues to strive to present new concepts that are not only appealing to customers but also strengthen its position in the competitive market. TegoerSapa has successfully launched new spots such as the 3D Circle and

Theater, which provide a more interesting and unique photo experience. In addition to photo spots at events or studios, TegoerSapa has also integrated photoboxes in strategic locations such as coffee shops and restaurants. This provides customers with the opportunity to enjoy a photography experience anytime, without having to go to the studio. This strategic location also expands market reach, increases brand exposure, and provides convenience for customers seeking spontaneous photo experiences.

By using the Balanced Scorecard model, TegoerSapa can systematically and holistically evaluate various aspects that can influence business growth. Through clear and measurable metrics in each perspective, TegoerSapa can more easily identify areas that need improvement, as well as optimize strategies to ensure sustainable growth and achieve its long-term goals.

CHAPTER VI BLUEPRINT FOR BUSINESS DEVELOPMENT AND SUSTAINABILITY

A. Short-Term Development Plan (6-12 months)

1. Theoretical Framework

The Start-Up Life Cycle Model is a framework that illustrates the stages of start-up business development from the initial phase to maturity. This model was developed by Steve Blank and is often used to understand the dynamics of start-up growth, from the Idea, Start-up, Development, Growth, to Maturity stages. Each stage has different challenges and needs, both in terms of product development, marketing strategy, funding, and business expansion. In this model, the Development stage focuses on business growth through strengthening product strategies, market validation, increasing production scale, and optimizing marketing and distribution strategies. Start-ups at this stage usually begin to secure funding from Early Stage Venture Capital (VC) and strive to build a more stable business foundation to enter the growth phase. Currently, Tegoersapa is at the Development stage, where the business has passed the start-up phase and is in the process of expanding operational scale. The main focus at this stage is to increase production, expand the market, and optimize marketing and distribution strategies to achieve a better product-market fit. Tegoersapa also needs to ensure that the business model being implemented is sustainable, whether operationally, financially, and environmentally, in line with the company's vision of delivering unique and high-quality moments. Tegoersapa is also trying to improve its competitiveness by creating unique services, strengthening brand positioning in the Gen Z and

millennial segments, and expanding market reach through digital channels and participation in events. In addition, TegoerSapa must also ensure that the business model being implemented remains sustainable in terms of operations, finances, and environmental impact, in line with the company's vision of "creating unforgettable moments for every individual through unique and memorable photography experiences."

2. Concrete Steps

a. Strengthening Market Penetration

- 1) Focus on expansion into larger markets, such as cities with a high concentration of target markets, like Jakarta, Bandung, Surabaya, and Yogyakarta.
- 2) Increase the use of paid advertisements on social media platforms such as Instagram, TikTok, and YouTube targeting Gen Z and millennials who are active on social media.
- 3) Participate in local or regional events to build awareness and introduce the TegoerSapa brand to new audiences.
- 4) Offer attractive deals such as discounts for major events or more affordable photo packages to attract new customers.

b. Innovation and Product Differentiation

- 1) Develop an eco-friendly photobooth and self-photo studio concept to attract environmentally conscious consumers.
- 2) Integrate the latest technology such as artificial intelligence (AI) to create a more engaging and unique photo experience.

- 3) Offer further personalization options in the service, such as photo themes according to client preferences or integration with social media that allows consumers to directly share their photos.
- 4) Provide services for corporate events or SMEs in terms of social media content production and branding to reach new market segments.

c. Increase in Production Capacity

- 1) Investment in the latest photobooth and photo studio equipment to improve photo quality and speed up the shooting process.
- 2) Recruit additional employees or provide training for the operational team to improve work efficiency and maintain service quality.
- 3) Introduce a self-service process or automated system in several services such as a self-photo studio to reduce dependence on staff and increase service capacity.

d. Collaboration with Influencers and Communities

- 1) Establish partnerships with influencers relevant to the target market (especially Gen Z and millennials) to introduce the service through their personal experiences on social media.
- 2) Focus on creative communities and specific events, such as cultural festivals or start-up events, to build awareness and increase engagement.

- 3) Implement a referral program where customers who successfully recommend TegoerSapa to friends or family receive benefits such as discounts or free services.

e. Improvement of Customer Service Quality

- 1) Ensure that the entire team has the necessary skills in customer service and handling technical equipment.
- 2) Develop an online booking system that is easily accessible and responsive through a website or mobile application.
- 3) Create a platform to get direct feedback from customers about their experience using the TegoerSapa service and make improvements based on the results.

f. Cost Efficiency

- 1) Utilize existing technology to accelerate and reduce operational costs, such as automation in the photo process or the use of software for efficient image management.
- 2) Renegotiate with equipment or material suppliers to obtain better prices or more favorable conditions, such as discounts for bulk purchases or long-term partnerships.
- 3) Ensure that the allocation of human resources is done efficiently and optimally, by utilizing technology to reduce dependence on labor in areas where possible.

With the implementation of these concrete steps, TegoerSapa can maximize business operations in the short term (6-12 months) and strengthen its position in

the increasingly competitive market, ensuring that every aspect, from production to marketing, runs effectively and efficiently.

B. Long-Term Development Plan (1-5 years)

1. Theoretical Framework

According to the Resource-Based View (RBV) theory by Barney (1991), a company's long-term competitive advantage comes from resources that are Valuable, Rare, Inimitable, Non-substitutable - VRIN. In the context of TegoerSapa, this theory can be applied to identify and utilize internal resources that support long-term business development strategies, including:

a. Human Resources

- 1) Valuable: Employees who possess skills in interacting with customers, new technologies, and product or service innovations will provide a competitive advantage for TegoerSapa.
- 2) Rare: Unique expertise in managing events or festivals that focus on customer experience is also a rare resource.
- 3) Inimitable: An innovative and adaptive work environment to market changes is also a factor that provides a long-term competitive advantage.
- 4) Non-Substitutable: Human interaction and specific skills in providing personal and unique customer service are something that cannot be replaced by technology or other tools, especially in industries that prioritize experience.

b. Expertise and Product Innovation

- 1) Valuable: TegoerSapa has successfully created innovative and unique products applied to photobooths and self-photo studios that meet market needs.
- 2) Rare: Combining sustainability with modern photography is a strategy that sets TegoerSapa apart from its competitors.
- 3) Inimitable: Continuous innovation and ongoing improvements in products and services are factors that are difficult for competitors to imitate, as they involve unique creativity and experience.
- 4) Non-Substitutable: The experience offered by TegoerSapa, particularly in terms of personalization, community engagement, and sustainability, cannot be replaced by other more conventional or mass-produced products.

c. Technology

- 1) Valuable: The use of software for photo editing and online management also adds value for customers.
- 2) Rare: Technology that combines hardware and software to provide an easy and high-quality photo experience is still relatively new and very innovative in this industry.
- 3) Inimitable: The technology infrastructure implemented at TegoerSapa, including automation systems and integration with digital platforms, has a competitive advantage that is difficult to replicate, especially when considering their experience and product integration.

4) Non-Substitutable: The technology used to provide an efficient and personalized photography experience cannot be replaced by more manual conventional methods, thus offering a more sustainable competitive advantage.

d. Brand and Community:

1) Valuable: The strong TegoerSapa brand, focused on customer experience and sustainability, creates loyalty and increases market awareness.

2) Rare: The community built by TegoerSapa around the creative and eco-friendly concept is very rare.

3) Inimitable: The loyalty/bond that has been built with the user community, influencers, and loyal customers is very difficult for competitors to imitate.

4) Non-Substitutable: Identity and associations with sustainability values and socially shared experiences cannot be replaced by other more standard or less innovative products or brands.

Based on the RBV theory, TegoerSapa must continue to leverage its unique and hard-to-imitate internal resources to maintain its competitive advantage in the market. Focusing on improving the quality of human resources, product innovation, production technology, and building a strong brand with a loyal community will guide TegoerSapa towards achieving sustainable expansion. These four elements are very important and support the company's vision to create unforgettable

moments through unique and memorable photography experiences, as well as consistently adding value for consumers.

2. Financial Projections and Expansion

TegoerSapa sets substantial market growth and financial achievement targets for the next five years. The following projection plan has been prepared to support these goals.

a. Market Expansion

- 1) Opening Studios in Major Cities: Opening new studios in major cities in Indonesia and even in neighboring countries such as Singapore, Malaysia, and Thailand.
- 2) Partnerships with international brands: Collaborating with international fashion, beauty, or lifestyle brands to create unique and engaging photography campaigns.
- 3) Online Platform: Development of an online platform that allows customers from various regions in Indonesia to book photo sessions and photography products from TegoerSapa.

b. Technology Innovation

- 1) Artificial Intelligence (AI): Implementing AI for personalizing customer experiences, such as photo style recommendations, background selection, and automatic photo editing.
- 2) Cognitive Technology: Offering a more immersive and interactive photography experience through the utilization of AI technology, such as the virtual try-on feature that allows customers to digitally try on

various clothing options before the photoshoot begins.

c. Diversification of Products and Services:

- 1) Photography Products: Developing photography products such as photo albums, photo frames, and other merchandise with unique and personalized designs.
- 2) Video Services: Offering video production services, such as wedding videos, birthday videos, or product promotion videos.
- 3) E-commerce: Developing an e-commerce platform as a means of selling photography products and other supporting services digitally.

d. Community and Education:

- 1) Online Community: Building a strong online community to facilitate interactions between amateur and professional photographers, as well as sharing photography tips and tricks.
- 2) Working with Schools: Collaborating with schools to organize photography programs for students.

e. Sustainability:

- 1) Recycling Program: Launching a recycling program for used photography equipment.
- 2) Donation: Allocating a portion of the company's profits to support the activities of organizations engaged in environmental conservation.

C. Risk Management

1. Risk Identification

a. Operational Risk

Operational activities related to equipment and technology usage carry significant risks. Disruptions such as damage to the photobooth equipment, delays in content creation, or technical errors in the self-photo studio can hinder service during the event and slow down the customer service process. As a result, it has the potential to lower customer trust and damage TegoerSapa's reputation.

b. Financial Risk

In businesses based on photography technology and social media, financial risk becomes one of the main challenges. Dependence on capital to develop new products or failure in expansion investments can cause problems if funding sources are unstable. In addition, cash flow management, operational costs, or the inability to meet financial obligations can result in short-term cash flow deficits and halt the process of developing new products.

c. Market Risk

Changes in market trends, shifts in consumer preferences, and intense competition are risks that are difficult to predict. The shift of photobooth trends to a digital-only concept or the use of AI photos, coupled with the emergence of many new competitors offering lower prices, can impact profit margins and market share loss.

d. Legal Risk

Legal risks such as personal data protection, copyright, and civil liability need to be a significant concern. Violations of legal provisions, such as the use of copyrighted backgrounds in booths, as well as contract disputes with vendors or

clients, can lead to financial losses due to legal claims and damage the brand's reputation.

e. Human Resource Risk

Dependence on employees with high technical skills and creativity can become a risk if there is high employee turnover. The lack of skills and reliance on certain individuals can potentially cause operational disruptions, which can ultimately hinder the pace of product and service innovation.

2. Mitigation Strategy

a. Operational

- 1) Routine Maintenance and Care: Implement a regular maintenance schedule for all photobooth and self-photo studio equipment.
- 2) Provision of Backup Equipment: Prepare backup units for essential equipment (cameras, printers, lighting, control computers).
- 3) Technical Standby Team During Events: Prepare field technicians (standby crew) for every major event to handle on-site troubleshooting.
- 4) Emergency Handling Procedure: Create a Standard Operating Procedure (SOP) for cases of equipment damage or system failure.
- 5) Content Production Process Optimization: Use standard templates for photo/video editing to speed up the production process.
- 6) Diversification of Raw Material Vendors: Do not rely on a single supplier for decoration materials, hardware, and other supplies.

7) Periodic Training for the Operational Team: Conduct equipment troubleshooting training and emergency service training at least twice a year.

b. Finance

To reduce financial risk, TegoerSapa can:

- 1) Strict Financial Planning: Prepare a detailed annual financial plan, including income projections, fixed costs, variable costs, and investment needs.
- 2) Daily and Monthly Cash Flow Management: Create weekly and monthly cash flow statements.
- 3) Diversification of Revenue Sources: Develop more additional services or products, such as photo merchandise, event collaborations, mini photoboxes, or private session packages.
- 4) Business Emergency Fund: Set aside at least 10%-20% of monthly profits for an operational reserve fund.
- 5) Staged Funding for Expansion: Conduct expansion gradually based on the achievement of financial targets, not on growth assumptions.
- 6) Seeking Alternative Funding: Actively seeking alternative funding such as local investors, crowdfunding, business partnerships, or MSME financing programs from banks.
- 7) Negotiation and Operational Efficiency: Renegotiate with vendors to obtain more competitive prices for raw materials and services.

- 8) Monitoring Financial Obligations Periodically: Set reminders or alert systems for regular payments such as rent, equipment installments, electricity, or staff salaries.

c. Market

- 1) Trend Monitoring and Rapid Adaptation: Establish a regular schedule for researching trends in the photography and social media industry (at least every 3 months).
- 2) Sustainable Product Innovation: Develop new technology-based service variants such as: self-photo digital booths, AI filter integration at photo spots, and augmented reality (AR) photobooths.
- 3) Market Segmentation and Service Personalization: Focus on specific customer segmentation such as premium events, weddings, corporate events, or cafe partnerships.
- 4) Increasing Brand Value: Build emotional branding, for example: storytelling about customer experiences, highlighting themes of "eco-friendly," "artistic," or "authentic experience."
- 5) Flexible Pricing Strategy: Implement dynamic pricing: basic, standard, premium packages, seasonal discounts, service bundling, or loyalty rewards.
- 6) Partnerships and Collaborations: Partner with other brands for collaborations, such as famous coffee shops, event organizers, and local creative communities or artists.

- 7) Strengthening Digital Presence: Optimize social media and marketplace content, for example: create viral content trends based on customer photos, and be active on TikTok, Instagram, and marketplace events.

d. Legal

- 1) Periodic Legal and Compliance Audit: Conduct legal audits periodically (at least 1-2 times a year) to evaluate operational compliance with regulations.
- 2) Clear Copyright and License Management: Use backgrounds, music, and design elements that are self-created or have clear licenses, and create copyright ownership documentation for all visual/branding elements used.
- 3) Customer Personal Data Protection Policy: Implement a secure customer data storage system (e.g., cloud with encryption) and obtain customer consent before storing or using their photos for promotion.
- 4) Written and Standardized Contract Agreement: Use written and standardized contracts for every collaboration with vendors, partners, and clients, and involve legal consultants in the drafting/reviewing of contracts.
- 5) Legal Consultant Partner: Engage a legal consultant as a permanent advisor to assist with: reviewing promotional content, design, and contracts, as well as handling potential legal disputes.

- 6) Complete Legal Documentation: Store contract documentation, license, and transaction evidence in a structured digital system.

e. Human Resources

- 1) Training and Knowledge Transfer Program: Conduct regular training for new and existing staff related to technical and creative skills, and implement a mentoring system between senior and junior employees.
- 2) Recruitment and Talent Pool System: Form a talent pool of freelancers who have been previously trained and can immediately fill key positions if needed.
- 3) Employee Retention Policy: Offer performance-based incentives, loyalty bonuses, and create a work environment that supports creativity and collaboration.
- 4) Work Contract and NDA: Implement a work contract that includes a Non-Disclosure Agreement (NDA) and a prohibition on leaking creative assets.

D. Blueprint Business Process

1. Blueprint Description

A business process blueprint is a strategic and operational guide designed to ensure that all business activities run efficiently and align with the company's objectives. This approach is rooted in Davenport's (1993) Business Process Management (BPM) theory, which emphasizes the importance of designing, implementing, monitoring, and optimizing business processes to consistently provide added value to customers.

TegoerSapa adopts a BPM approach to ensure that every stage in the photobooth, self photo studio, and photobox business operates with an efficient, measurable, and easily evaluable workflow. BPM also helps TegoerSapa maintain consistent service quality, accelerate response times to market changes, and strengthen the business's position sustainably. The business process blueprint of TegoerSapa includes:

- a. Production Process: Ensuring the readiness of all equipment, visual concepts, and supporting materials to meet the established service standards. This stage includes:
 - 1) Design and development of photobooth, photobox, and self studio concepts.
 - 2) Provision of production equipment and materials (cameras, lighting, decorations, software).
 - 3) Arranging aesthetic properties and decorations that appeal to the target market of Gen Z and millennials.
 - 4) Quality Control of the equipment before use
 - 5) Inventory of equipment and check the availability of printing materials (photo paper, ink, etc.).
- b. Operational and Service Process: Refers to the direct implementation of services to customers, both in the studio and at event locations, with a focus on:
 - 1) Managing the booking system through social media or online platforms.

- 2) Creating work schedules and allocating teams according to service needs.
 - 3) Setting up the booth or studio according to operational standards.
 - 4) Serving customers from photo sessions, quick editing, to printing or softcopy.
 - 5) Providing a friendly, fast, effective, and enjoyable service experience.
 - 6) Recording customer feedback for service evaluation purposes.
- c. Distribution Process: Involves the delivery of service results to customers and internal documentation, including:
- 1) Sending digital photo results via email, Google Drive, or cloud link.
 - 2) Delivering the printed results on-site or through a delivery service.
 - 3) Storing photo archives for the portfolio and promotional materials.
 - 4) Providing light revision options upon customer request (within a certain timeframe).
- d. Marketing Process: Promotional and communication activities aimed at reaching new customers and maintaining the loyalty of existing customers, carried out through:
- 1) Creating engaging visual content on Instagram and TikTok.
 - 2) Collaborating with event organizers, communities, and MSMEs.
 - 3) Offering seasonal promotions, flash sales, discounts for repeat orders.
 - 4) Managing interactions with customers (chat responses, testimonials, Q&A).

5) Using branding strategies to highlight the uniqueness of the TegoerSapa concept.

e. Human Resource Management (HRM): Managing the team to work productively and with a focus on customer satisfaction, including:

- 1) Recruitment and training of the workforce according to their fields
- 2) Efficient and fair work scheduling
- 3) Periodic performance evaluations and team skill development
- 4) Building a collaborative and creative work culture

CHAPTER VII CONCLUSION AND RECOMMENDATION

A. Conclusion

1. Summary of Key Findings

This study has successfully formulated a business development strategy for Tegoersapa by referring to the Start-Up Life Cycle model, which describes the stages of business development from the initial phase to maturity. Currently, Tegoersapa is in the Development stage, where the main focus is on increasing production scale, optimizing marketing, and ensuring stronger operational sustainability. Based on this study, Tegoersapa's business sustainability can be achieved through product innovations that better align with market demand, optimization of digital marketing strategies, and strengthening operational and marketing structures. At the Development stage, the main challenges faced by Tegoersapa are ensuring a better product-market fit, increasing sales efficiency without sacrificing quality, and building strong competitiveness in the increasingly competitive creative industry market.

The main advantage of TegoerSapa lies in its product and service differentiation strategy. Instead of competing on price, TegoerSapa creates a competitive advantage through creative, personal, and memorable photography experiences, whether through thematic photobooths, interactive self-photo studios, or digital photoboxes placed in strategic public space locations. Not only excelling in aesthetics, this differentiation is also reinforced by a commitment to

environmental sustainability. The eco-friendly concept is embraced by TegoerSapa through the use of reusable booth materials, digitizing photo results to reduce physical prints, and energy efficiency in studio operations. This approach makes TegoerSapa relevant and in line with the values of the millennial and Gen Z generations, who have a high concern for sustainability issues.

Based on the results of this study, the sustainability of TegoerSapa's business can be achieved through the utilization of product differentiation advantages, strengthening its positioning as a pioneer in photoboos and self-photo studios, as well as the development of technology-based innovations and a loyal customer community. The synergy between product innovation, unique customer experiences, and targeted market expansion strategies provides TegoerSapa with strong and sustainable long-term growth opportunities.

At this stage, the main challenge faced by TegoerSapa is maintaining consistency in delivering innovation and service quality, especially amidst tight competition and high customer expectations. The differentiation strategy requires TegoerSapa to continuously deliver fresh photography experiences, relevant to trends, while maintaining unique elements that are not easily imitated by competitors. This requires continuous investment in trend research, creative technology, and human resource development. Meanwhile, at this stage, the challenge that arises is building strong relationships with the target market segments, such as the creative community, event organizers, and local brands, as well as ensuring the business's presence and relevance in the targeted areas. A too narrow focus can be a hindrance in scaling the business; thus, TegoerSapa needs to manage the balance between market specialization and expansion opportunities

into other segments without sacrificing its core identity.

Overall, the formulated development strategy has provided a clearer direction for Tegoersapa's growth in the future. By continuously innovating, strengthening operations, and optimizing marketing and distribution strategies, Tegoersapa can be better prepared to enter the Growth stage in the Start-Up Life Cycle. The existing challenges become valuable lessons for formulating more effective strategies, in order to achieve stronger business sustainability in the creative industry. Through continuous efforts in product innovation, market expansion through strategic partnerships, and consistency in maintaining service quality and brand identity strength, TegoerSapa is better prepared to face competition, meet the ever-evolving consumer needs, and strengthen its position as a pioneer in the creative photography industry in Indonesia.

2. Reflection on the Formulated Strategy

The business development strategy of TegoerSapa represents a comprehensive and adaptive strategy to the dynamics of the modern photography industry. By integrating Michael Porter's theory of competitive advantage and the Resource-Based View (RBV) approach, this strategy does not only focuses on market expansion but also on strengthening internal capabilities as the main foundation for business sustainability.

The core of this strategy lies in the balance between innovation and operational efficiency. TegoerSapa prioritizes differentiation as its main pillar, introducing concepts such as eco-friendly photobooths, automated self-photo

studios, and visual content that aligns with the lifestyles of Gen Z and millennials. At the same time, elements of cost leadership are being implemented in certain services to reach price-sensitive customer segments without compromising service quality.

Short-term strategies (6-12 months) such as increasing production capacity, utilizing social media, and collaborating with influencers demonstrate a quick response to the current market dynamics. Meanwhile, long-term strategies (1-5 years) such as geographical expansion, digital transformation of services, and the development of online platforms reflect a vision of sustainable growth. However, these ambitious strategies need to be accompanied by human resource readiness, careful risk management, and a flexible operational structure. The success of strategy implementation is greatly determined by the precision of execution and the team's ability to respond to changes in market trends, technological developments, and the intensity of competition.

Overall, the strategy formulated by TegoerSapa has a strategic direction with a strong theoretical foundation. This reflection emphasizes that the strategy is not just a growth map, but also an important instrument in shaping a strong and relevant brand identity in the modern creative and photography industry.

B. Recommendation

1. Practical Recommendations

Based on the strategic analysis and existing findings, here are some practical recommendations to improve the operational and marketing performance of TegoerSapa:

- a. **Operational Improvement:** Investing in regular training for the operational team to ensure they can efficiently manage the latest equipment and technology. This is crucial to maintain service quality consistency and minimize the risk of technical errors during events. Additionally, it is important to conduct regular inventory audits to ensure that all equipment and materials used in the photobooth and self-photo studio services are available in sufficient quantities, with optimal turnover and waste reduction.
- b. **Marketing and Brand Awareness:** Focus more on utilizing local influencers and micro-influencers who have a close connection with the target community, such as Gen Z and millennials. Additionally, video-based marketing strategies, especially on platforms like Instagram, TikTok, and YouTube, should continue to be strengthened with engaging and relevant visual content to enhance audience interaction. Encourage customers to share their experiences through photos or videos showcasing the use of TegoerSapa services on social media. Provide incentives such as discounts or rewards for the most creative content or the one that receives the highest interaction.
- c. **Product Development and Innovation:** Continue innovating by designing additional features that make it easier for consumers, such as photo personalization options or the integration of AI-based features in photobooths and self-photo studios. Ensure that the technology used always keeps up with the latest digital trends. In addition, introduce more

eco-friendly elements in every service, such as reducing the use of single-use plastics or choosing recyclable materials. This step will further strengthen TegoerSapa's position as a brand that cares about sustainability.

2. Long-Term Recommendations

To support sustainable growth and achieve TegoerSapa's vision as a leader in the creative photography industry, here are some long-term recommendations that include:

- a. **Product Innovation:** Develop an AI-based feature for automatic photo editing, capable of producing professional-quality photos in a short time. This technology can be used to automatically adjust filters, lighting, and other photo elements. Additionally, develop a subscription model where customers can purchase annual packages to access photobooth or self-photo studio services at specific frequencies. These packages could include discounts for photo sessions, exclusive access to new features, or opportunities to receive high-quality photo prints regularly.
- b. **Market Expansion:** After expanding its reach in major Indonesian cities such as Jakarta, Bandung, and Yogyakarta, TegoerSapa can consider international expansion, particularly into the growing Southeast Asian markets, such as Singapore, Thailand, and Malaysia. Opening branches or forming partnerships with local companies in those countries will help TegoerSapa reach a wider audience. In addition, TegoerSapa can establish a franchise system that allows third parties to open branches in various

locations, which can accelerate expansion at a lower cost compared to opening branches on their own.

- c. Risk Management Strategy: Reducing dependence on a single source of income by introducing several mutually supportive business lines. TegoerSapa could offer photobox services in public places such as malls, cafes, or co-working spaces, or launch photography equipment rental services for specific events, such as weddings or corporate events. In this way, TegoerSapa can overcome seasonal fluctuations and enhance financial stability. Additionally, implement adequate business insurance to protect physical assets (such as equipment) and reduce potential losses from unforeseen incidents. This insurance can also include protection against revenue loss caused by external factors, such as pandemics or natural disasters.

3. Resource Management Recommendations

Effective resource management is crucial for the sustainability and long-term success of TegoerSapa. Here are recommendations for resource management that cover three main aspects:

- a. Human Resource Management: TegoerSapa must focus on developing employee skills, both in technical areas (such as operating photography equipment, editing, and using software) and in customer service. Regular training and workshops to improve service quality as well as understanding of new technologies such as AR/VR and AI in photography will strengthen competitiveness. Additionally, recruitment strategies

should target young, creative, and passionate talents in the fields of photography and technology to ensure continuous innovation. Performance-based incentive programs and awards for employees who make significant contributions to innovation or operational efficiency improvements can also be offered.

- b. Financial Management: Managing the company's cash flow more efficiently by building a transparent financial management system. Including the supervision and planning of expenditures for new product development, equipment purchases, and operational needs related to expansion. To support expansion and innovation, TegoerSapa can seek external funding, such as loans or strategic investors aligned with the company's long-term vision. Additionally, the company must ensure that every investment made supports business objectives and provides significant added value.
- c. Technology Management: Investing in more advanced technology infrastructure to support daily operations, including upgrading customer relationship management (CRM) systems, studio management systems, and online booking platforms to streamline transactions and improve operational cost efficiency. Additionally, it is important to implement robust security systems to protect customer data, especially personal and transaction data.

C. Theoretical Basis for Recommendations

1. The Use of Management Theory

To provide a more in-depth conclusion on the development recommendations for TegoerSapa, several relevant management theories that have proven applicable in the context of business strategy will be used as a foundation.

a. Balanced Scorecard is a management tool used to monitor organizational performance by measuring four main perspectives:

- 1) Financial Perspective: TegoerSapa needs to ensure financial sustainability by increasing profitability, optimizing operational costs, and ensuring that every expansion or product innovation can provide a good return on investment.
- 2) Customer Perspective: Expanding market segments by targeting more creative communities, corporate events, and local festivals with exclusive services.
- 3) Internal Process Perspective: Continuously innovate in products and services, such as integrating AI into photo experiences and creating more environmentally friendly products.
- 4) Learning & Growth Perspective: Focus on training and developing employees' technical skills as well as soft skills, such as interpersonal skills and the ability to adapt to new technologies.

b. Theory of Competitive Advantage by Michael Porter

Michael Porter developed the concept of competitive advantage, which consists of:

- 1) Cost Leadership: TegoerSapa can implement several elements of cost leadership by keeping operational costs low, especially for photo package services or large events with more competitive prices.
 - 2) Differentiation: Providing a different and more engaging customer experience, with an aesthetic studio design, perfect lighting setup, and high-quality photos.
 - 3) Focus: Establishing partnerships with large companies, cultural organizations, and festivals to reach a wider market and exclusively introduce TegoerSapa's products and services.
- c. Porter's Five Forces is a model used to analyze the competitiveness and profitability of an industry. This model includes five main factors that influence competition in the market:
- 1) Threat of New Entrants: TegoerSapa needs to continuously strengthen its brand positioning as a pioneer of the friendly photobooth and self-photo studio concept. Sustainable innovation and consistent service quality will be advantages that are difficult for newcomers to replicate.
 - 2) Threat of Substitute Products: Developing products and services that are not only unique but also not easily replaceable, such as the integration of AI in the photo experience. TegoerSapa can also enhance features that provide a different experience, such as a cloud gallery for securely storing photos.

- 3) Supplier Bargaining Power: Building long-term relationships with key suppliers to obtain more favorable prices and terms, as well as ensuring the continuity of supply of quality equipment and materials.
- 4) Buyer Offer Strength: Focusing on market segments with high purchasing power and greater loyalty (e.g., creative communities, corporate events, and local festivals) will reduce the threat from fragmented market demand.
- 5) Competition Among Competitors: TegoerSapa must continuously monitor competitors' movements and quickly adapt by launching more attractive new products and services. Building closer relationships with customers through excellent service and continuous innovation will maintain TegoerSapa's position in the market.

2. Justification of Recommendations

a. Product Diversification and Design Innovation

Based on the results of the internal and external analysis that has been conducted, TegoerSapa needs to diversify its products to ensure business sustainability, enhance competitiveness, and expand market segments. Diversification is also important to reduce dependence on a single main service type (such as photobooth, self photo studio, and photobox), while simultaneously strengthening the brand's position as a pioneer of creative and relevant photography experiences in line with the times.

The recommendation to diversify this product is based on market analysis which shows that consumers, especially millennials and Gen Z, highly appreciate

services that are not only aesthetic but also personal, easily accessible, and shareable digitally. The need for self-expression, unique moment documentation, and the drive to share experiences on social media are strong motivators for TegoerSapa to expand the variety of its services.

b. Strengthening Market Penetration

Based on market analysis, it shows that there is a potential for rapid growth in the digital photography industry in Indonesia, particularly driven by the increasing consumption of visual content on social media, an urban lifestyle that prioritizes aesthetics, and the rise of personal branding trends among Gen Z and millennials. Therefore, expanding market penetration is a very strategic step for TegoerSapa in strengthening brand existence and increasing business scale. Events such as music festivals, creative bazaars, start-up and technology exhibitions, as well as cultural and community festivals are crucial moments that bring together various communities with a high interest in unique experiences and attractive visuals, a segment that aligns perfectly with TegoerSapa's target market.

This recommendation is very reasonable because active participation in the event will directly expand the brand's reach and create high exposure among potential audiences. In addition, TegoerSapa can build relationships with local brands, creative communities, and even major sponsors for strategic collaboration.

c. Operational Efficiency and Resource Management

One of the findings from the operational evaluation is the limited efficiency of the production and distribution processes due to reliance on manual systems and the lack of operational standardization across various business lines.

This impacts the limitations in service scale, project completion delays, and high workload on the production team. Investment in technology for production and distribution automation, as well as skills training to enhance creativity and productivity of human resources, becomes a strategic step to overcome these obstacles. For example, the use of project management software, automatic queuing systems in studios, or real-time digital editing devices that shorten post-production time.

This is in line with the Resource-Based View (RBV) theory, which emphasizes that long-term competitive advantage is obtained from the utilization of valuable, rare, inimitable, and non-substitutable (VRIN) internal resources. In this context, technology and creative human resources are two main pillars that can create both efficiency and sustainable differentiation.

d. Risk and Financial Management

Managing risks and planning finances carefully are key factors in maintaining business sustainability. TegoerSapa must ensure cash flow stability, budget allocation efficiency, and have reserve funds (buffers) to face uncertainties, such as demand fluctuations, operational disruptions, or sudden market changes. In addition, diversifying revenue sources through additional products and creative services is also important to minimize dependence on a single market segment.

The justification for this recommendation is based on financial and risk analysis results that indicate a potential imbalance between revenue and operational costs when production capacity increases without thorough financial planning. Additionally, the risk analysis also identifies that dependence on seasonal events or

digital promotions can cause significant income fluctuations, making prudent and systematic financial management a necessity. This approach is also in line with the principles of financial risk management, which emphasize the need to anticipate worst-case scenarios and strengthen the financial structure as a foundation for sustainable growth.

D. Implications for Future Development

The implications for the future development of TegoerSapa's business include strategic steps designed to strengthen the business's position and enhance its competitiveness in the market. Based on the results of the previous analysis, this development needs to consider several key aspects as follows:

1. Product Diversification and Innovation

To remain relevant and appealing to the dynamic market, especially among the youth (millennials and Gen Z), TegoerSapa needs to consistently offer innovative services that align with consumer trends and needs, such as automatic photo studios, digital photoboxes in public spaces, and commercial content creation services for MSME players.

2. Strengthening Market Penetration

Along with the growth of the digital photography industry, TegoerSapa's market expansion should not only be focused on South Kalimantan but also extended to other major cities. Optimizing the use of social media and collaborating with influencers are important strategies to strengthen brand engagement and reach the Gen Z and millennial segments that are active in the digital realm. In addition,

participation in various regional and national-scale events will enhance visibility and strengthen TegoerSapa's position as a nationally-scaled creative brand.

3. Operational Efficiency and Resource Management

In facing increasingly intense competition, optimizing human resource and operational management becomes very crucial. Efforts to standardize operational procedures, enhance HR competencies, and implement automation technologies, such as online booking systems, automatic booking features, and cloud-based galleries, can significantly reduce operational costs. In addition to increasing efficiency, investment in technology also serves as an important foundation to support TegoerSapa's business expansion to a national level.

4. Financial Analysis and Risk Management

The sustainability of TegoerSapa's business is determined by its ability to plan and manage finances meticulously. Therefore, a robust financial management system is required, which includes the preparation of regular budgets, strict cash flow monitoring, and evaluation of the return on investment (ROI) from every step of expansion and product innovation undertaken.

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APPENDICES

Appendix 1 Income Statement for the Period of March 2025

Laporan Laba Rugi Tegoersapa Periode maret 2025		
Pendapatan		
Pendapatan		
	Pendapatan Jasa	
	Photobooth	Rp 33,700,000
	Studio	Rp 8,945,000
	Photobox	Rp 15,530,000
Total Pendapatan		Rp 58,175,000
Beban Pokok		
Harga Pokok Penjualan		
	Harga Pokok Penjualan (HPP) Photobooth	Rp 6,975,000
	Harga Pokok Penjualan (HPP) Studio	Rp 4,525,000
	Harga Pokok Penjualan (HPP) Photobox	Rp 2,910,000
Total beban pokok		Rp 14,410,000
Laba Kotor		Rp 43,765,000
Beban Operasional		
beban Operasional		
	Beban Gaji Karyawan	Rp 10,100,000
	Beban Akomodasi	Rp 1,500,000
	Beban Air, listrik, wifi	Rp 1,600,000
	Beban Sewa	Rp 12,600,000
	Beban Perlengkapan kantor	Rp 500,000
	Beban Iklan	Rp 200,000
Total Beban Operasional		Rp 26,500,000
Beban Penyusutan		Rp 5,654,149
Laba Opersional		Rp 11,610,851
Pendapatan Lain		
Pendapatan Lain-lain		
	Pendapatan Lain-lain	Rp -
Total Pendapatan Lain		Rp -
Beban Lain-lain		
Beban Lain-lain		
	Beban Lain-lain	Rp -
Total Beban Lain		Rp -
Laba Bersih Sebelum Pajak		Rp 11,610,851
Beban pajak		
Beban pajak		
	Beban Pajak Penghasilan	Rp -
Total Beban Pajak		Rp -
Laba Bersih		Rp 11,610,851

Appendix 2 Income Statement for the Period of February 2025

Laporan Laba Rugi Tegoersapa Periode Februari 2025			
Pendapatan			
Pendapatan	Pendapatan Jasa		
	Photobooth	Rp	22,725,000
	Studio	Rp	11,932,000
	Photobox	Rp	17,410,500
Total Pendapatan		Rp	52,067,500
Beban Pokok			
Harga Pokok Penjualan	Harga Pokok Penjualan (HPP) Photobooth	Rp	3,825,000
	Harga Pokok Penjualan (HPP) Studio	Rp	7,550,000
	Harga Pokok Penjualan (HPP) Photobox	Rp	3,560,000
Total beban pokok		Rp	14,935,000
Laba Kotor		Rp	37,132,500
Beban Operasional			
beban Operasional	Beban Gaji Karyawan	Rp	12,050,000
	Beban Akomodasi	Rp	1,300,000
	Beban Air, listrik, wifi	Rp	1,600,000
	Beban Sewa	Rp	3,100,000
	Beban Perlengkapan kantor	Rp	1,500,000
	Beban Iklan	Rp	1,200,000
Total Beban Operasional		Rp	20,750,000
Beban Penyusutan		Rp	5,654,149
Laba Operasional		Rp	10,728,351
Pendapatan Lain			
Pendapatan Lain-lain	Pendapatan Lain-lain	Rp	-
Total Pendapatan Lain		Rp	-
Beban Lain-lain			
Beban Lain-lain	Beban Lain-lain	Rp	-
Total Beban Lain		Rp	-
Laba Bersih Sebelum Pajak		Rp	10,728,351
Beban pajak			
Beban pajak	Beban Pajak Penghasilan	Rp	-
Total Beban Pajak		Rp	-
Laba Bersih		Rp	10,728,351

Appendix 3 Income Statement for the Period of January 2025

Laporan Laba Rugi Tegoersapa Periode Januari 2025		
Pendapatan		
Pendapatan		
	Pendapatan Jasa	
	Photobooth	Rp 1,999,000
	Studio	Rp 20,830,000
	Photobox	Rp 14,130,000
Total Pendapatan		Rp 36,959,000
Beban Pokok		
Harga Pokok Penjualan		
	Harga Pokok Penjualan (HPP) Photobooth	Rp 150,000
	Harga Pokok Penjualan (HPP) Studio	Rp 13,675,000
	Harga Pokok Penjualan (HPP) Photobox	Rp 3,140,000
Total beban pokok		Rp 16,965,000
Laba Kotor		Rp 19,994,000
Beban Operasional		
beban Operasional		
	Beban Gaji Karyawan	Rp 6,650,000
	Beban Akomodasi	Rp 100,000
	Beban Air, listrik, wifi	Rp 1,950,000
	Beban Sewa	Rp 3,100,000
	Beban Perlengkapan kantor	Rp 1,008,533
	Beban Iklan	Rp 800,000
Total Beban Operasional		Rp 13,608,533
Beban Penyusutan		Rp 5,654,149
Laba Opsional		Rp 731,318
Pendapatan Lain		
Pendapatan Lain-lain		
Total Pendapatan Lain	Pendapatan Lain-lain	Rp -
		Rp -
Beban Lain-lain		
Beban Lain-lain		
Total Beban Lain	Beban Lain-lain	Rp -
		Rp -
Laba Bersih Sebelum Pajak		Rp 731,318
Beban pajak		
Beban pajak		
Total Beban Pajak	Beban Pajak Penghasilan	Rp -
		Rp -
Laba Bersih		Rp 731,318

Appendix 4 Income Statement for the Period of December 2024

Laporan Laba Rugi Tegoersapa Periode Desember 2024		
Pendapatan		
Pendapatan		
	Pendapatan Jasa	
	Photobooth	Rp 25,623,500
	Studio	Rp 23,797,800
	Photobox	Rp 20,587,000
Total Pendapatan		Rp 70,008,300
Beban Pokok		
Harga Pokok Penjualan		
	Harga Pokok Penjualan (HPP) Photobooth	Rp 2,700,000
	Harga Pokok Penjualan (HPP) Studio	Rp 18,450,000
	Harga Pokok Penjualan (HPP) Photobox	Rp 4,575,000
Total beban pokok		Rp 25,725,000
Laba Kotor		Rp 44,283,300
Beban Operasional		
beban Operasional		
	Beban Gaji Karyawan	Rp 10,700,000
	Beban Akomodasi	Rp 2,000,000
	Beban Air, listrik, wifi	Rp 3,600,000
	Beban Sewa	Rp 3,100,000
	Beban Perlengkapan kantor	Rp 2,000,000
	Beban Iklan	Rp 1,500,000
Total Beban Operasional		Rp 22,900,000
Beban Penyusutan		Rp 5,654,149
Laba Operasional		Rp 15,729,151
Pendapatan Lain		
Pendapatan Lain-lain		
	Pendapatan Lain-lain	Rp -
Total Pendapatan Lain		Rp -
Beban Lain-lain		
Beban Lain-lain		
	Beban Lain-lain	Rp -
Total Beban Lain		Rp -
Laba Bersih Sebelum Pajak		Rp 15,729,151
Beban pajak		
Beban pajak		
	Beban Pajak Reklame	Rp 1,631,250
	Beban Pajak Penghasilan	Rp -
Total Beban Pajak		Rp 1,631,250
Laba Bersih		Rp 14,097,901

Appendix 5 Income Statement for the Period of November 2024

Laporan Laba Rugi Tegoersapa Periode November 2024		
Pendapatan		
Pendapatan		
	Pendapatan Jasa	
	Photobooth	Rp 11,230,000
	Studio	Rp 21,866,000
	Photobox	Rp 7,560,000
Total Pendapatan		Rp 40,656,000
Beban Pokok		
Harga Pokok Penjualan		
	Harga Pokok Penjualan (HPP) Photobooth	Rp 1,425,000
	Harga Pokok Penjualan (HPP) Studio	Rp 15,200,000
	Harga Pokok Penjualan (HPP) Photobox	Rp 1,680,000
Total beban pokok		Rp 18,305,000
Laba Kotor		Rp 22,351,000
Beban Operasional		
beban Operasional		
	Beban Gaji Karyawan	Rp 8,450,000
	Beban Akomodasi	Rp 800,000
	Beban Air, listrik, wifi	Rp 2,000,000
	Beban Sewa	Rp 3,100,000
	Beban Perlengkapan kantor	Rp 1,800,000
	Beban Iklan	Rp 1,000,000
Total Beban Operasional		Rp 17,150,000
Beban Penyusutan		Rp 5,654,149
Laba Opsional		-Rp 453,149
Pendapatan Lain		
Pendapatan Lain-lain		
	Pendapatan Lain-lain	Rp -
Total Pendapatan Lain		Rp -
Beban Lain-lain		
Beban Lain-lain		
	Beban Lain-lain	Rp -
Total Beban Lain		Rp -
Laba Bersih Sebelum Pajak		-Rp 453,149
Beban pajak		
Beban pajak		
	Beban Pajak Penghasilan	Rp -
Total Beban Pajak		Rp -
Laba Bersih		-Rp 453,149

Appendix 6 Income Statement for the Period of October 2024

Laporan Laba Rugi Tegoersapa Periode Oktober 2024			
Pendapatan			
Pendapatan			
	Pendapatan Jasa		
	Photobooth	Rp	32,860,000
	Studio	Rp	21,297,000
Total Pendapatan		Rp	54,157,000
Beban Pokok			
Harga Pokok Penjualan			
	Harga Pokok Penjualan (HPP) Photobooth	Rp	4,575,000
	Harga Pokok Penjualan (HPP) Studio	Rp	20,975,000
Total beban pokok		Rp	25,550,000
Laba Kotor		Rp	28,607,000
Beban Operasional			
beban Operasional			
	Beban Gaji Karyawan	Rp	14,150,000
	Beban Akomodasi	Rp	1,500,000
	Beban Air, listrik, wifi	Rp	1,600,000
	Beban Sewa	Rp	3,100,000
	Beban Perlengkapan kantor	Rp	1,000,000
	Beban iklan	Rp	500,000
Total Beban Operasional		Rp	21,850,000
Beban Penyusutan		Rp	4,539,880
Laba Operasional		Rp	2,217,120
Pendapatan Lain-lain			
Pendapatan Lain-lain			
	Pendapatan Lain-lain	Rp	-
Total Pendapatan Lain-lain		Rp	-
Beban Lain-lain			
Beban Lain-lain			
	Beban Lain-lain	Rp	-
Total Beban Lain-lain		Rp	-
Laba Bersih Sebelum Pajak		Rp	2,217,120
Beban pajak			
Beban pajak			
	Beban Pajak Penghasilan	Rp	-
Total Beban Pajak		Rp	-
Laba Bersih		Rp	2,217,120

Appendix 7 Income Statement for the Period of September 2024

Laporan Laba Rugi Tegoersapa Periode September 2024			
Pendapatan			
Pendapatan			
	Pendapatan Jasa		
	Photobooth	Rp	16,214,000
	Studio	Rp	20,099,000
Total Pendapatan		Rp	36,313,000
Beban Pokok			
Harga Pokok Penjualan			
	Harga Pokok Penjualan (HPP) Photobooth	Rp	1,800,000
	Harga Pokok Penjualan (HPP) Studio	Rp	18,250,000
Total beban pokok		Rp	20,050,000
Laba Kotor		Rp	16,263,000
Beban Operasional			
beban Operasional			
	Beban Gaji Karyawan	Rp	9,800,000
	Beban Akomodasi	Rp	600,000
	Beban Air, listrik, wifi	Rp	1,600,000
	Beban Sewa	Rp	3,100,000
	Beban Perlengkapan kantor	Rp	1,000,000
	Beban Iklan	Rp	500,000
Total Beban Operasional		Rp	16,600,000
Beban Penyusutan		Rp	4,539,880
Laba Opsional		-Rp	4,876,880
Pendapatan Lain-lain			
Pendapatan Lain-lain			
	Pendapatan Lain-lain	Rp	-
Total Pendapatan Lain-lain		Rp	-
Beban Lain-lain			
Beban Lain-lain			
	Beban Lain-lain	Rp	-
Total Beban Lain-lain		Rp	-
Laba Bersih Sebelum Pajak		-Rp	4,876,880
Beban pajak			
Beban pajak			
	Beban Pajak Penghasilan	Rp	-
Total Beban Pajak		Rp	-
Laba Bersih		-Rp	4,876,880

Appendix 8 Income Statement for the Period of August 2024

Laporan Laba Rugi Tegoersapa Periode Agustus 2024			
Pendapatan			
Pendapatan			
	Pendapatan Jasa Studio	Rp	22,139,000
		Rp	22,139,000
Total Pendapatan			
Beban Pokok			
Harga Pokok Penjualan	Harga Pokok Penjualan (HPP) Photobooth	Rp	8,000,000
	Harga Pokok Penjualan (HPP) Studio	Rp	14,300,000
Total beban pokok		Rp	7,839,000
Laba Kotor			
Beban Operasional			
beban Operasional	Beban Gaji Karyawan	Rp	6,200,000
	Beban Air, listrik, wifi	Rp	1,600,000
	Beban Sewa	Rp	3,100,000
	Beban Perlengkapan kantor	Rp	1,000,000
	Beban Iklan	Rp	500,000
Total Beban Operasional		Rp	12,400,000
Beban Penyusutan		Rp	4,539,880
Laba Operasional		-Rp	9,100,880
Pendapatan Lain-lain			
Pendapatan Lain-lain			
	Pendapatan Lain-lain	Rp	-
Total Pendapatan Lain-lain		Rp	-
Beban Lain-lain			
Beban Lain-lain			
	Beban Lain-lain	Rp	-
Total Beban Lain-lain		Rp	-
Laba Bersih Sebelum Pajak		-Rp	9,100,880
Beban pajak			
Beban pajak			
	Beban Pajak Penghasilan	Rp	-
Total Beban Pajak		Rp	-
Laba Bersih		-Rp	9,100,880

Appendix 9 Income Statement for the Period of July 2024

Laporan Laba Rugi Tegoersapa Periode Juli 2024			
Pendapatan			
Pendapatan			
	Pendapatan Jasa		
	Photobooth	Rp	4,720,000
	Studio	Rp	24,685,000
Total Pendapatan		Rp	29,405,000
Beban Pokok			
Harga Pokok Penjualan			
	Harga Pokok Penjualan (HPP) Photobooth	Rp	525,000
	Harga Pokok Penjualan (HPP) Studio	Rp	16,200,000
Total beban pokok		Rp	16,725,000
Laba Kotor		Rp	12,680,000
Beban Operasional			
beban Operasional			
	Beban Gaji Karyawan	Rp	6,500,000
	Beban Akomodasi	Rp	300,000
	Beban Air, listrik, wifi	Rp	1,600,000
	Beban Sewa	Rp	3,100,000
	Beban Perlengkapan kantor	Rp	1,000,000
	Beban Iklan	Rp	500,000
Total Beban Operasional		Rp	13,000,000
Beban Penyusutan		Rp	4,539,880
Laba Operasional		-Rp	4,859,880
Pendapatan Lain-lain			
Pendapatan Lain-lain			
	Pendapatan Lain-lain	Rp	-
Total Pendapatan Lain-lain		Rp	-
Beban Lain-lain			
Beban Lain-lain			
	Beban Lain-lain	Rp	-
Total Beban Lain-lain		Rp	-
Laba Bersih Sebelum Pajak		-Rp	4,859,880
Beban pajak			
Beban pajak			
	Beban Pajak Penghasilan	Rp	-
Total Beban Pajak		Rp	-
Laba Bersih		-Rp	4,859,880

Appendix 10 Income Statement for the Period of June 2024

Laporan Laba Rugi Tegoersapa Periode Juni 2024			
Pendapatan			
Pendapatan			
	Pendapatan Jasa		
	Photobooth	Rp	8,100,000
	Studio	Rp	19,315,000
Total Pendapatan		Rp	27,415,000
Beban Pokok			
Harga Pokok Penjualan			
	Harga Pokok Penjualan (HPP) Photobooth	Rp	900,000
	Harga Pokok Penjualan (HPP) Studio	Rp	17,625,000
Total beban pokok		Rp	18,525,000
Laba Kotor		Rp	8,890,000
Beban Operasional			
beban Operasional			
	Beban Gaji Karyawan	Rp	7,400,000
	Beban Akomodasi	Rp	800,000
	Beban Air, listrik, wifi	Rp	1,600,000
	Beban Sewa	Rp	3,100,000
	Beban Perlengkapan kantor	Rp	1,000,000
	Beban Iklan	Rp	500,000
Total Beban Operasional		Rp	14,400,000
Beban Penyusutan		Rp	4,539,880
Laba Opsional		-Rp	10,049,880
Pendapatan Lain-lain			
Pendapatan Lain-lain			
	Pendapatan Lain-lain	Rp	-
Total Pendapatan Lain-lain		Rp	-
Beban Lain-lain			
Beban Lain-lain			
	Beban Lain-lain	Rp	-
Total Beban Lain-lain		Rp	-
Laba Bersih Sebelum Pajak		-Rp	10,049,880
Beban pajak			
Beban pajak			
	Beban Pajak Penghasilan	Rp	-
Total Beban Pajak		Rp	-
Laba Bersih		-Rp	10,049,880

Appendix 11 Income Statement for the Period of May 2024

Laporan Laba Rugi Tegoersapa Periode Mei 2024			
Pendapatan			
Pendapatan			
	Pendapatan Jasa Photobooth	Rp	17,940,000
Total Pendapatan		Rp	17,940,000
Beban Pokok			
Harga Pokok Penjualan			
	Harga Pokok Penjualan (HPP) Photobooth	Rp	1,425,000
Total beban pokok		Rp	1,425,000
Laba Kotor		Rp	16,515,000
Beban Operasional			
beban Operasional			
	Beban Gaji Karyawan	Rp	4,350,000
	Beban Akomodasi	Rp	800,000
	Beban Iklan	Rp	600,000
Total Beban Operasional		Rp	5,750,000
Beban Penyusutan		Rp	1,973,805
Laba Operasional		Rp	8,791,195
Pendapatan Lain-lain			
Pendapatan Lain-lain			
	Pendapatan Lain-lain	Rp	-
Total Pendapatan Lain-lain		Rp	-
Beban Lain-lain			
Beban Lain-lain			
	Beban Lain-lain	Rp	-
Total Beban Lain-lain		Rp	-
Laba Bersih Sebelum Pajak		Rp	8,791,195
Beban pajak			
Beban pajak			
	Beban Pajak Penghasilan	Rp	-
Total Beban Pajak		Rp	-
Laba Bersih		Rp	8,791,195

Appendix 12 Income Statement for the Period of April 2024

Laporan Laba Rugi Tegoersapa Periode April 2024			
Pendapatan			
Pendapatan	Pendapatan Jasa Photobooth	Rp	8,640,000
Total Pendapatan		Rp	8,640,000
Beban Pokok			
Harga Pokok Penjualan	Harga Pokok Penjualan (HPP) Photobooth	Rp	2,100,000
Total beban pokok		Rp	2,100,000
Laba Kotor		Rp	6,540,000
Beban Operasional			
beban Operasional	Beban Gaji Karyawan	Rp	1,050,000
	Beban Akomodasi	Rp	400,000
	Beban Iklan	Rp	100,000
Total Beban Operasional		Rp	1,550,000
Beban Penyusutan		Rp	1,973,805
Laba Operasional		Rp	3,016,195
Pendapatan Lain-lain			
Pendapatan Lain-lain	Pendapatan Lain-lain	Rp	-
Total Pendapatan Lain-lain		Rp	-
Beban Lain-lain			
Beban Lain-lain	Beban Lain-lain	Rp	-
Total Beban Lain-lain		Rp	-
Laba Bersih Sebelum Pajak		Rp	3,016,195
Beban pajak			
Beban pajak	Beban Pajak Penghasilan	Rp	-
Total Beban Pajak		Rp	-
Laba Bersih		Rp	3,016,195

Appendix 13 Income Statement for the Period of March 2024

Laporan Laba Rugi Tegoersapa Periode Maret 2024		
Pendapatan		
Pendapatan	Penjualan Jasa Photobooth	Rp 24,350,000
Total Pendapatan		Rp 24,350,000
Beban Pokok		
Harga Pokok Penjualan	Harga Pokok Penjualan (HPP)	Rp 6,825,000
Total beban pokok		Rp 6,825,000
Laba Kotor		Rp 17,525,000
Beban Operasional		
beban Operasional	Beban Gaji Karyawan	Rp 1,200,000
	Beban Akomodasi	Rp 600,000
	Beban Iklan Promosi	Rp 1,000,000
Total Beban Operasional		Rp 2,800,000
Beban Penyusutan		Rp 2,500,000
Laba Opsional		Rp 12,225,000
Pendapatan Lain		
Pendapatan Lain-lain	Pendapatan Lain-lain	Rp -
Total Pendapatan Laim		Rp -
Beban Lain		
Beban Lain-lain	Beban Lain-lain	Rp -
Total Beban Lain		Rp -
Laba Bersih Sebelum Pajak		Rp 12,225,000
Beban pajak		
Beban pajak	Beban Pajak Penghasilan	Rp -
Total Beban Pajak		Rp -
Laba Bersih		Rp 12,225,000

Appendix 14 Design studio 2nd floor



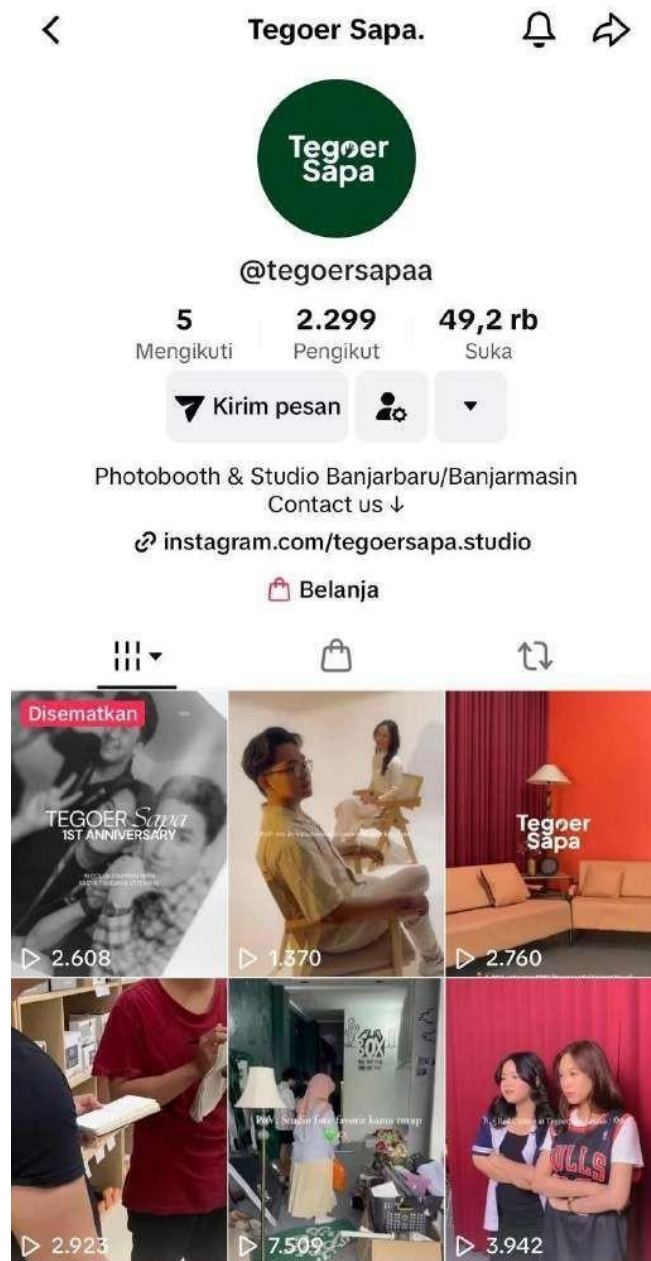
Appendix 15 Design Studio 1st floor



Appendix 16 Design Photobox



Appendix 17 Tiktok TegoerSapa



Appendix 18 Instagram TegoerSapa Photobooth



Appendix 19 Instagram TegoerSapa Studio



Appendix 20 Instagram Bertegoersapa



Appendix 21 Open Space Concept



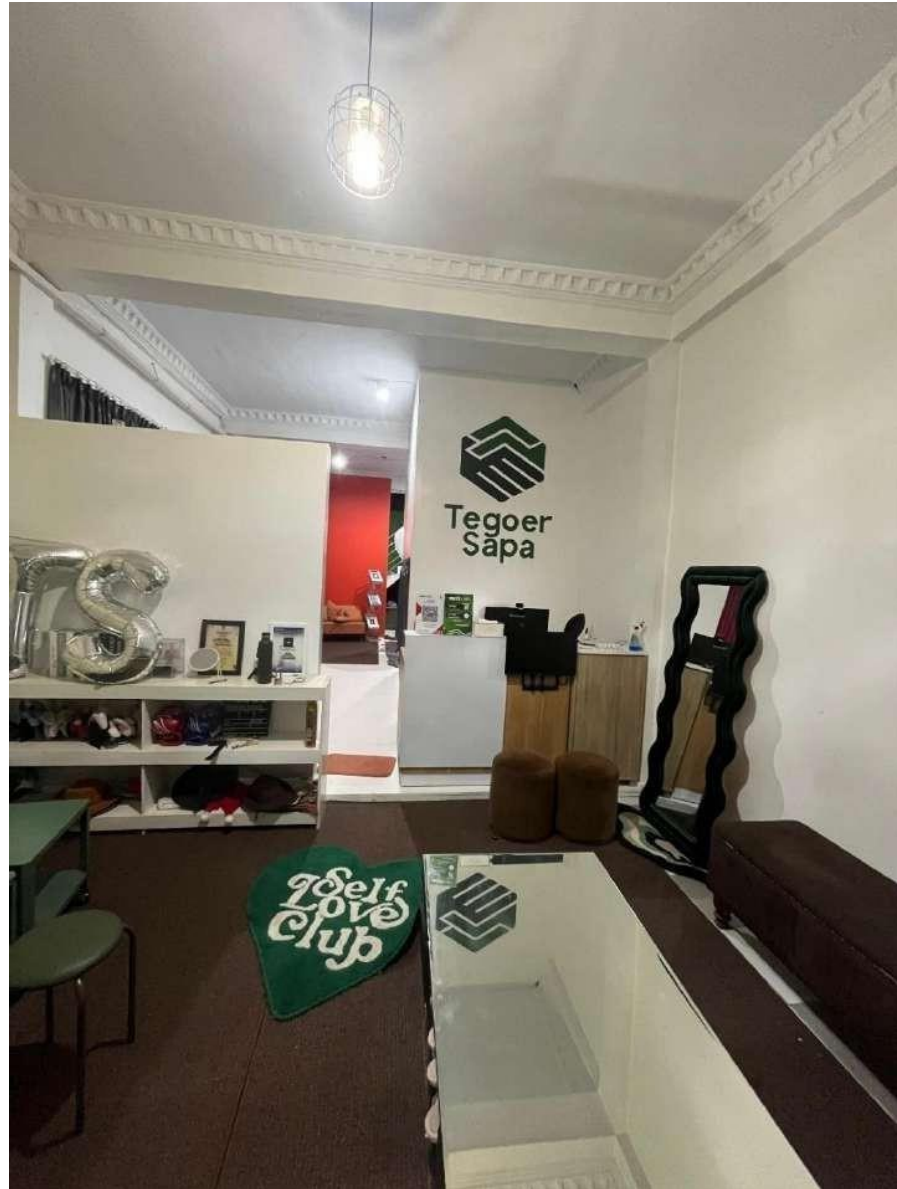
Appendix 22 Professional photo concept



Appendix 23 Filming an Explainer Video



Appendix 24 Waiting Room TegoerSapa



Appendix 25 Logo TegoerSapa



Appendix 26 Waiting Room Design



Appendix 27 Purchase of Equipment at Informa and Azko



Appendix 28 Survey on the Construction of a New Studio



Appendix 29 Banjarbaru Ramadhan Festival 2025



Appendix 30 Participants of the 1st Anniversary Workshop TegoerSapa



Appendix 31 TegoerSapa 1st Anniversary Workshop Team



Appendix 32 TegoerSapa at Bizfest 2024



Appendix 33 Tourism Princess at the South Kalimantan Prince and Princess Election Event 2024



Appendix 34 TegoerSapa Price List

Price List



Flat Box

2 Orang Rp. 70,000

2 Print SR
Soft File
Packaging 15 Minute Photo Session



Sky Box

2 Orang Rp. 80,000

2 Print SR
Soft File
Packaging 15 Minute Photo Session



Open Space

2 Orang Rp. 90,000

2 Print SR
Soft File
Packaging 15 Minute Photo Session

Additional

Orang Rp. 20,000
Print Rp. 10,000

Free Property
Free All Soft File

Appendix 35 Flat Box Concept



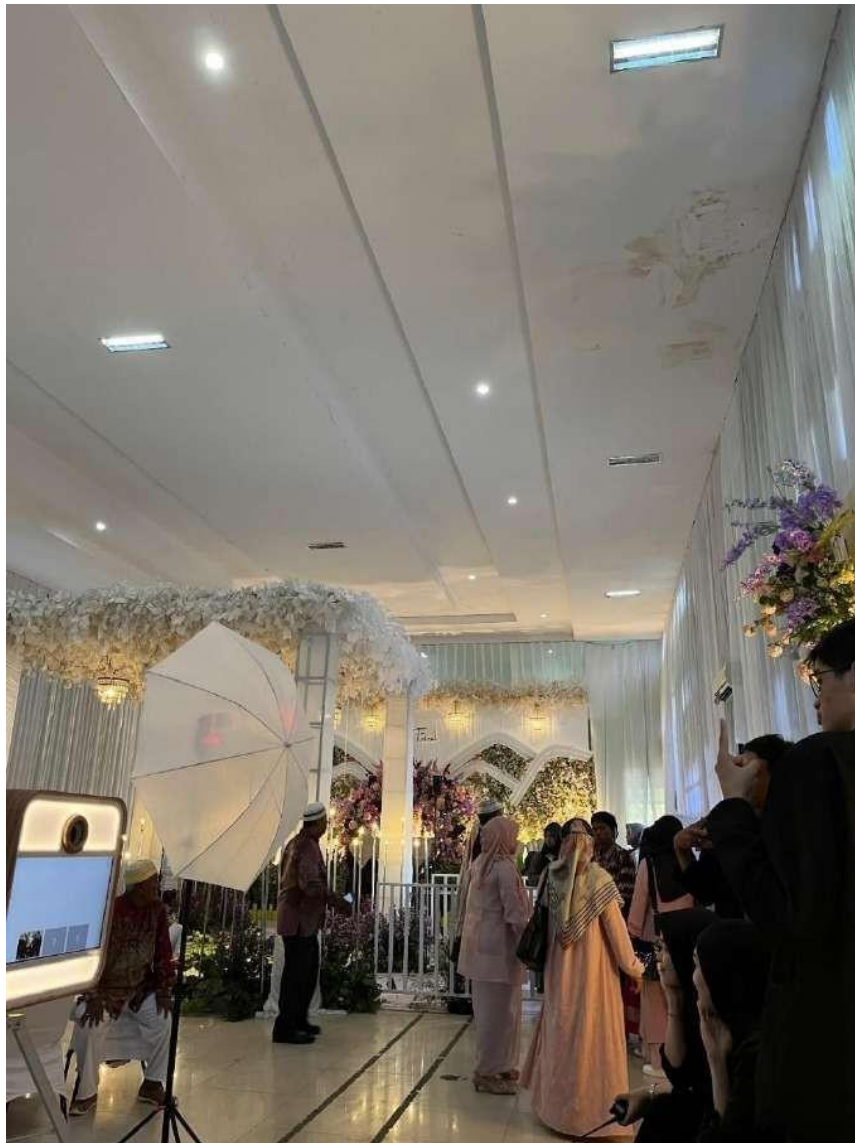
Appendix 36 TegoerSapa at the South Kalimantan Prince and Princess Election 2024 Event



Appendix 37 Banjarbaru Ramadhan Festival 2024



Appendix 38 1st Wedding Event TegoerSapa



Appendix 39 1st Event TegoerSapa



Appendix 40 Meeting with vendor



Appendix 41 First Tool Assembly



Appendix 42 First Equipment Purchase



Appendix 43 Grand Opening TegoerSapa



Appendix 44 Creation of 3D Circle



Appendix 45 Family Photo Session TegoerSapa



Appendix 46 NIB TegoerSapa



PEMERINTAH REPUBLIK INDONESIA
PERIZINAN BERUSAHA BERBASIS RISIKO
NOMOR INDUK BERUSAHA: 2802240086935

Berdasarkan Undang-Undang Nomor 6 Tahun 2023 tentang Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja Menjadi Undang-Undang, Pemerintah Republik Indonesia menerbitkan Nomor Induk Berusaha (NIB) kepada:

- | | |
|--|--|
| 1. Nama Pelaku Usaha | : MUHAMMAD HAFI SARBINI |
| 2. Alamat | : PERUM GRAHA CITRA MEGAH BLOK. A56 RT.040 RW.011,
Desa/Kelurahan Cempaka, Kec. Cempaka, Kota Banjarbaru, Provinsi Kalimantan Selatan |
| 3. Nomor Telepon Seluler | : +6282149412295 |
| Email | : . |
| 4. Kode Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) | : Lihat Lampiran |
| 5. Skala Usaha | : Usaha Mikro |

NIB ini berlaku di seluruh wilayah Republik Indonesia selama menjalankan kegiatan usaha dan berlaku sebagai hak akses kepastian, pendaftaran kepesertaan jaminan sosial kesehatan dan jaminan sosial ketenagakerjaan, serta bukti pemenuhan laporan pertama Wajib Laporan Ketenagakerjaan di Perusahaan (WLKP).

Pelaku Usaha dengan NIB tersebut di atas dapat melaksanakan kegiatan berusaha sebagaimana terlampir dengan tetap memperhatikan ketentuan peraturan perundang-undangan.

Ditahirkan di Jakarta, tanggal: 28 Februari 2024

Menteri Investasi/
Kepala Badan Koordinasi Penanaman Modal,



Ditandatangani secara elektronik

Dibetak tanggal: 28 Februari 2024



PEMERINTAH REPUBLIK INDONESIA
PERIZINAN BERUSAHA BERBASIS RISIKO
LAMPIRAN
NOMOR INDUK BERUSAHA: 2802240086935

Lampiran berikut ini memuat daftar bidang Usaha untuk:

No.	Kode KBLI	Judul KBLI	Lokasi Usaha	Tingkat Risiko	Perizinan Berusaha		
					Jenis	Status	Keterangan
1	74201	Aktivitas Fotografi	Perum Graha Citra Megah Blok. A56 RT.040 RW.011, Desa/Kelurahan Cempaka, Kec. Cempaka, Kota Banjarbaru, Provinsi Kalimantan Selatan Kode Pos: 70734 Usaha Mikro berjalan sejak: Januari 2020	Rendah	NIB	Terbait	-

- Dengan ketentuan bahwa NIB tersebut hanya berlaku untuk Kode dan Judul KBLI yang tercantum dalam lampiran ini.
- Pelaku Usaha wajib memenuhi persyaratan dan/atau kewajiban sesuai Norma, Standar, Prosedur, dan Kriteria (NSPK) Kementerian/Lembaga (K/L).
- Pengawasan pemenuhan persyaratan dan/atau kewajiban Pelaku Usaha dilakukan oleh Kementerian/Lembaga/Pemerintah Daerah terkait.
- Lampiran ini merupakan bagian tidak terpisahkan dari dokumen NIB tersebut.