

# Business Development on Bukasuara Startup With Startup Evolution Curve Methods

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**Abstract.** Technology and internet innovations are changing the world of mass communication with the presence of online media. The internet also changes the way people do business. A startup business is a company initiated by individual founders or entrepreneurs to search for a repeatable and scalable business model and that are classified as technology and information business. Based on the knowledge development of the startup business, there are several things that must be done in business development activities so that the startup can survive. The purpose of this study is to provide a way for a media startup, Bukasuara, to be executed correctly with Startup Evolution Curve method made by Donatas Jonikas. The main principle of Startup Evolution Curve performs step by step guidance for the startup discussion, the business development steps of Bukasuara startups are discussed from Feasibility Study and Minimum Viable Products (MVP).

## Introduction

The data on internet users make the community have the opportunity to innovate in establishing a startup company. [1] Startup is an organization designed to create products / services under uncertain conditions. From this understanding it can be concluded that the startup is divided into three. First; a human institution, explaining that startups are human institutions, can be individuals or companies. Second; to deliver a new product or service, that startups are established by individuals or companies in order to sell new products or services, and third; under conditions of extreme uncertainty, startups as a newly established business face very high risks conditions, whether the startup will succeed or fail. [2]

Startups are a company that was newly established and is still at the stage of development and research to look for market potential and all belong to the field of technology and information. [3] The startup business initially focused on the software industry. In Indonesia, many startup businesses have emerged, including Bukalapak, Gojek, Tokopedia, etc.

Startup media is more interesting than other businesses. Today there are online media targeted at young people, for example, [www.malesbanget.com](http://www.malesbanget.com), Menjadi Manusia, [www.idntimes.com](http://www.idntimes.com), Nanti Kita Cerita tentang Hari Ini, Maknataalks, Human of NY, Proud project, Jouska , Vice, etc. One example is the YouTube account of Menjadi Manusia joined on YouTube in April 2018, until April 2019 the number of viewers reached 6 million viewers and had 188,000 subscribers. The content offered for young people is news, life inspiration, entertainment, and community. This shows that kind of content is an attractive consumption for youth. Youth life needs to get attention around life motivation issues, tolerance, and selflove.

Bukasuara is an online media startup that provides insight for people and as a place to show the perspective and thoughts from figures or anyone through their stories, that people can take the values and inspiration to make them motivated. Bukasuara has been running since October 2018, but haven't had any funding yet.

The idea of products offered by Bukasuara is not necessarily able to answer the market needs. To create products that consumers want, maximize fundraising, and deliver value proposition that consumer needs, a business development of this startup is needed. This study discusses the

development of Bukasuara's startup business using the Startup Evolution Curve method. The main principle of Startup Evolution Curve written by Donatas Jonikas is a marketing manual book that provide step by step methodology for startup business development strategy. In this discussion, the business development steps of Bukasuara startups are discussed from Feasibility study to create Minimum Viable Products (MVP).

## Methodology

The general purpose of the research was to check what has worked well and what startup founders would do differently in their next venture. This study has prepared the survey based on the five stages of startup development and have included methodologies and concepts recommended by theoretical literature and by well-known startup development experts. [4]

The in-depth interviews can have allowed to go deeper into the company situation, to analyze how a particular methodology contributed to the startup's success, and determine if the founders correctly understand and use them in practice. Startup Evolution Curve methodology keeps Bukasuara focused on creating a profitable and scalable business. The concept can be applied to different kind of business: whether it's an online or offline business, a service or a product, B2C or B2B there are few exceptions (ex: medicine and biotechnologies) where this methodology would be hard to apply in whole, different aspects. [5] Here are the stage of Startup Evolution Curve by Donatas Jonikas:

### Stage 1: Feasibility study

Feasibility study is a way to minimize a startup's risk. Because we don't develop products or services that customers won't buy. The market feasibility study can reduce the amount of time, money, and energy it takes to create profitable products and services, aligns your solutions and possible offers with customers' needs and wants, helps to increase targeted traffic and bring more potential customers. The main goals of this stage are create a value proposition, evaluate the potential market size, define a possible business model.

The steps to do feasibility study on this:

#### 1. The Essence: Define the Value Proposition

Value proposition is needed so we can easier for you to attract investments, earn consistent revenue and profit, get viral to help grow the business fast. The value that intend must be important to the customer, unique and hard to copy, and strong enough to initiate word of mouth.

#### 2. Alternative Solutions and competitive analysis

The goal of a competitive analysis is to help you avoid being blind to the validity of your own ideas when compared to the direct or indirect competition.

#### 3. Segmentation and potential market size

When the startup can clearly define and choose to serve of target customers, it can be able to make more effective marketing decisions, create more appealing and more effective marketing materials, choose more effective communication and advertising channels, thus saving money.

#### 4. Business model and fatal flaws

How to do to make a business model are making the answer key question are drafting business model canvas, review and clarify, then identify the main risks of the business idea.

#### 5. Financial assessment

How to know the financial assessments are choosing revenue model, calculating fixed costs, calculating variable costs, knowing cash burn rate, evaluating need for investment, checking viability and updating canvas.

### Stage 2: Hypotheses and Experiments

This stage helps to make decisions based on facts related to how well your product will be accepted in the market, what should be changed or adjusted, who is your target customer who is willing to buy your product as soon as it is available in the market, what distribution and communication channels

might be the most effective, is there enough profit to be earned and market potential for your business growth, and so on. The steps to do Hypotheses and Experiments:

**6. Get ready for hypotheses verification**

How to do this are listing all the assumptions, complete experiment cards, finding potential customers, choosing the type of engagement, and preparing to note new insights.

**7. Creating minimal viable products: purposes and types**

Minimum viable product (MVP) is a version of a new product that allows a team to collect the maximum amount of validated learning about customers with the least amount of effort (Eric Ries, 2011).

**8. Create a strong positioning statement**

A positioning statement is a short description of target customers and clear picture of how we want those customers to perceive the company.

**9. Testing communication and distribution channels**

Some people might think that testing communications channels take too much time and it would be better to focus on sales and a high coverage marketing plan. But, if potential investors were to ask you how exactly you plan to use the marketing budget and how many sales you expect to drive in, how would you answer?

**10. Develop alternative marketing strategies**

The steps to develop alternative marketing strategies are product and marketing relationship, setting strategic direction for growth, defining marketing strategy and having alternative marketing strategy.

## **Result and Discussion**

### **Stage 1: Feasibility Study**

In this revolution industry 4.0 we know that technology growing rapidly where everyone needs to be more acknowledge and be more resourceful, indeed we also need to be more informative and open minded about all issue happen nowadays. Simply because we need to grow as time goes by the development of technology itself. The reason is because we want to create society who can be a smart user, a user who's not only judging without knowing the fact and data. Here is the reason why Bukasuara is exist. Bukasuara exist to answer the call, as solution for a better future.

Bukasuara is a personal development platform that provides insight for everyone to learn new different perspective through someone's stories. Bukasuara targeted to everyone at productive age that driven by social media. Bukasuara has online and offline products that can educate people, and give inspiration to the reader.

**1. The Essence: Define the Value Proposition**

Bukasuara's value proposition are accessibility, personal development, learn new different perspective, guiding people, personalized experience, and engaging people.

**2. Alternative Solutions and competitive analysis**

Table 1 Alternative Solution

Problem	Today's Solution	New Solution
Indonesian people is still scared to come up with their own personality.	Campaign about Human Empowerment.	Discussion media, circle supporter, community.
People use their social media to watch negativity	Inspire people through real action	Giving personal development media, inspiring people.
There's so many account write a perspective stories from one point of view and vilify the other side.	Giving a platform of perspective	Perspective from the expert

People who needs information not only from data but also perspective	Go to the consultant	Giving perspective insights.
Bukasuara's Main Offer	A perspective media that provide insights to inspire people	

### 3. Segmentation and potential market size

Bukasuara's customer are basically youth people in a productive age, and Bukasuara is also target the person who is driven by social media. (Table 2)

Table 2 Segmenting, Targeting, Positioning, Differentiation

Category	Bussiness to Customer
Segmenting	Indonesian people who is driven by social media
	Teenagers in productive age (18-30 year)
	Gen Y and Gen Z
Targeting	People who spend most of the time in social media
	Up to date person, and likes to searching for insight
	People who searches information from perspective
	people who likes to attend a seminar
	People who likes clickbait
Positioning	discussing everything from people's perspective
	not only by incident
	giving value and insight from an expert
	giving mentorship facilities
	Inspiring and guiding media
	Competitor: 1. Menjadi manusia (media); 2. Maknacreative (advertising); 3. YOT (seminar organizer); 4. Jouska (media adv); 5. creativepreneur corner (media adv and seminar); 6. Manusiaui (media); 6. Mymentor (media monitoring); 7. Proud Project (Media)
	Engaging people (QnA instastory)
Differentiation	variant topics
	diversity perspective from any problem
	Different User Experience (Example: giving a wristband after seminar )

### 4. Business model and fatal flaws

Table 3 Business Model Canvas

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
Strategic alliance: • co-working space • speaker • middle school Cooperation: • Startup • Media partner • Incubator	<ul style="list-style-type: none"> <li>Production: online a and offline</li> <li>Talkshow Youtube</li> <li>Platform/network : community</li> <li>Talkshow offline</li> <li>Seminar offline</li> <li>Join Competition</li> </ul>	<ul style="list-style-type: none"> <li>Accessibility</li> <li>Customization</li> <li>Personal development</li> <li>Learn new different perspective</li> <li>Guiding people</li> </ul>	<ul style="list-style-type: none"> <li>Personal assistance</li> <li>Communities</li> <li>Co-creation</li> <li>Self service</li> <li>Request topics</li> <li>Campaign content</li> <li>Giveaway</li> </ul>	<ul style="list-style-type: none"> <li>Gen Y (millennials)</li> <li>Gen Z</li> <li>Mass Reader</li> <li>Speaker</li> <li>Middle school student</li> <li>Productive age (18-35 year)</li> </ul>

<ul style="list-style-type: none"> <li>Community relation</li> </ul>	<ul style="list-style-type: none"> <li>B2B company</li> </ul>	<ul style="list-style-type: none"> <li>Personalized experience</li> <li>Engaging People</li> <li>Aesthetic insights</li> <li>Edicates people</li> </ul>		<ul style="list-style-type: none"> <li>Social Media enthusiast</li> </ul>
<p><i>Key Resources</i></p> <ul style="list-style-type: none"> <li>Physical asset : production tools</li> <li>Financial: investor</li> <li>Human : Human resources, reader</li> <li>Intellectual prop: copyrights, patent, database partner</li> </ul>				<p><i>Channels</i></p> <ul style="list-style-type: none"> <li>Instagram</li> <li>Magazine</li> <li>Opinion leader</li> <li>Influencer</li> <li>Offline agenda</li> <li>Community</li> </ul>
<p><i>Cost Structure</i></p> <ul style="list-style-type: none"> <li>Value driven: Tools investment</li> <li>Online platform (website)</li> <li>Production cost (speaker, souvenir, accommodation)</li> <li>Marketing cost (instagram ads, paid promotion)</li> <li>Fee speaker &amp; mentor</li> <li>Vendor EO &amp; venue</li> <li>Joining expo</li> <li>Competition submission</li> </ul>				<p><i>Revenue Streams</i></p> <ul style="list-style-type: none"> <li>Advertising youtube, instagram</li> <li>Paid content</li> <li>Asset sale</li> <li>Usage fee</li> <li>Subscription fee</li> <li>Seminar, talkshow, masterclass ticket</li> <li>Competition winning</li> <li>Personal Funding</li> </ul>

Bukasuara understands that in this modern era, as young generation need to prepare the world progressive revolution with a good quality, ability and capability. Bukasuara also believe that young generation has an opportunity to develop and learnt a lot of things that's the reason why young generation include Gen Y and gen Z are parts of our costumer segment and the startup targeting mass readers to build our traction better and we engage our talent interviewee as a part of it. (table 3) Bukasuara offers customer with accessibility of information and insight to them (value proposition) through our channel which is social media including instagram, youtube with a an opinion leader who can influence their environment because through social media and opinion leader we can build society awareness about our brands better.

## 5. Financial assessment

Bukasuara needs for inventory fund, operational fund, and for program fund.

### **Stage 2: Minimum Viable Product**

Since Bukasuara are media news company basis, it offers information, insight, channel, network, and a platform where everyone can be bolder about themselves. Because we believe that everyone has their own authenticity, everyone has their rights of speech, and everyone deserve to be who they truly are. We uphold value: "Buka mata, Buka suara." Which means that everyone has their own story to tell, a story that worth to know and understand because everyone has their own battle field that's the reason why we need to keep more open in order we understand how diverse the world is and we can

bring those positive value to other people. In the end, we can empower others and bring our own authenticity value. We believe that our value can be the right place to empower people better through Bukasuara.

### 1. Get ready for hypotheses verification

Hypotheses verification has been validated through business model canvas on stage 1.

### 2. Creating minimal viable products: purposes and types

Bukasuara chooses digital prototypes on low fidelity MVP and Physical product prototypes for High fidelity MVP. Here is some prototype that we share to people through Instagram:



Fig. 1 Bukasuara profile

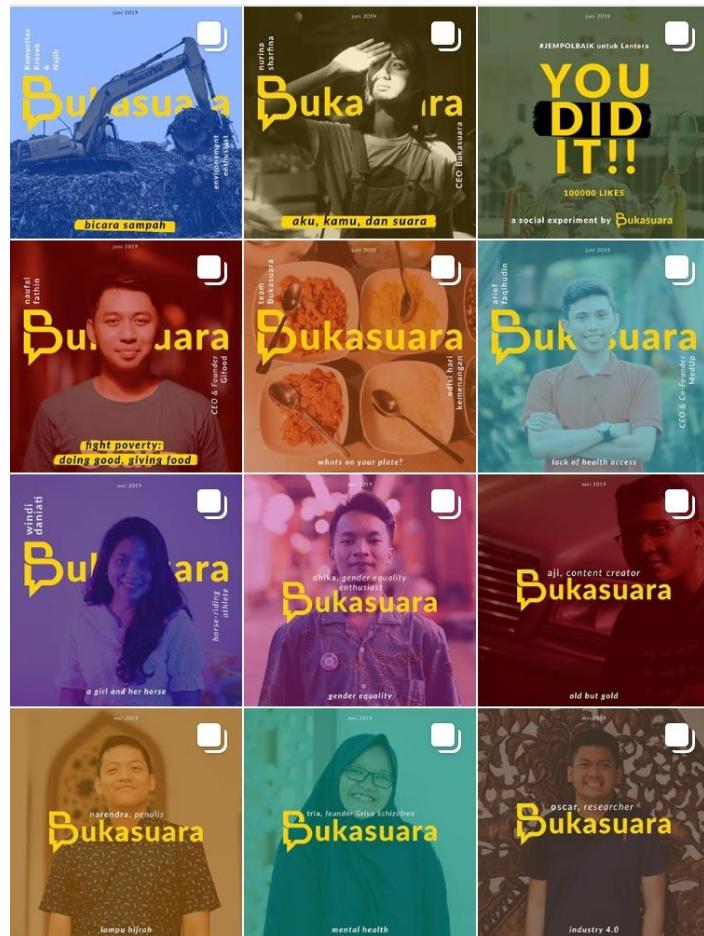


Fig 2 Bukasuara content



Fig 3. Bukasuara content detail

### 3. Create a strong positioning statement

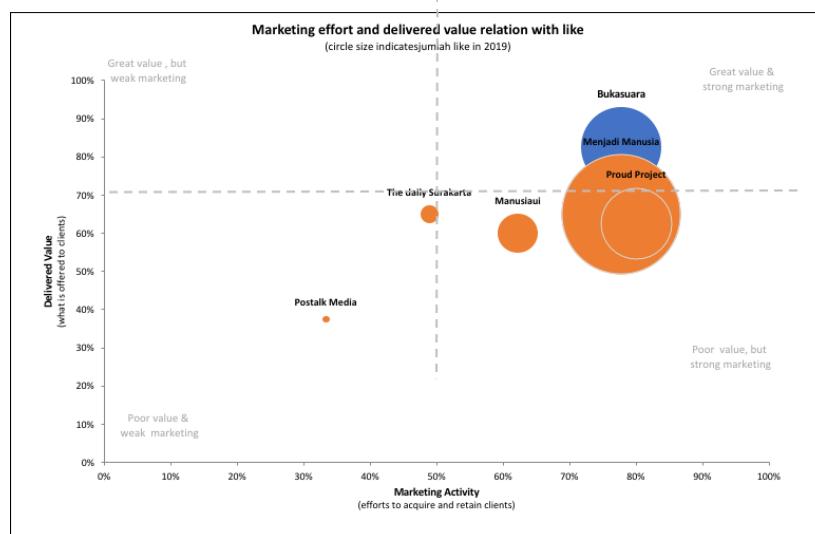


Fig 4 Competition map marketing effort and delivered value relation based on like

Based on Fig 4, Bukasuara already has a great value and strong marketing more than its competitor Menjadi Manusia, Manusiaui, Proud Project, The Daily Surakarta, and Postalk Media. Bukasuara chooses “*Buka mata, Bukasuara*” as a positioning slogan because of the considerations on table 4.

Table 4 Positioning slogan

	Criteria	Karena Semua orang berhak Bukasuara	Buka mata, Bukasuara.	Suarakan Suaramu
1	does it differentiation the brand from other alternatives?	10	10	9
2	is it to use on main target customers?	10	7	9
3	does it identify brand's unique value to customers?	9	8	9
4	is brand promise believable and credible?	7	6	5
5	is it easy to understand and remember?	8	10	9
6	is it consistent in all areas of the business?	6	8	4
7	is it hard to copy? Can only the brand own it?	6	5	2
8	is it for long-term success and leaves potential for growth?	5	10	4
9	will it withstand counter attacks from competitors?	8	7	5
10	will it help to make marketing more effective?	9	10	1
	<b>Total Score</b>	<b>78%</b>	<b>81%</b>	<b>57%</b>

4. Testing communication and distribution channels  
 Membuat rancangan penjualan pipeline atau funnel.

Table 5 Stages of Sales Pipeline and Funnel

Sales Pipeline	Sales Funnel
1. Initial contact	1. Instagram visitor
2. Qualification	2. Instagram followers
3. Meeting	3. Likes and saved photos in Instagram
4. Proposal	4. Active user
5. Close	5. Paying user
	6. Evangelist

Bukasuara has 2.612 followers until July 4th, 2019. Everyday there are several people follows bukasuara (Fig. 1). From the social media analysis, the youth like to read a content with an aesthetic view. And this is why bukasuara wants to develop the startup to be a social media platform. Bukasuara is also needs to invite some expert to be the speaker and also the macro and micro influencer to make the people aware about this startup.

## Conclusions

The development of business model for the company is carried out using the Startup Evolution Curve method and there are two stages, feasibility study and creating the Minimum Viable Product (MVP). The Feasibility study stage is documentation of the initial plan, identification of the riskiest parts, and testing of business models. Documentation of the initial plan resulted in a business model canvas. Bukasuara content fits for teenagers and youth. The results of identification of the riskiest parts indicate that the young adult segment is more potential to be run.

After that, testing of the business model has been carried out until the stage of making the MVP. The results of the Instagram display design are obtained from the results of testing the problem. The design results in the form of a prototype are made using photoshop software. The prototype was then disseminated for testing the solution. The results of testing the solution have provided validation of the minimum feature set that must exist to build an MVP or Minimum Viable Product.

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