ABSTRACT

The clothing market in Indonesia is rapidly growing with the emergence of many local brands, including YoungFlame. Founded in Bali in 2019, YoungFlame expanded its market to Bandung in 2022, as the city is considered a hub of education and creativity that supports the growth of clothing brands. However, this expansion has faced several significant challenges. First, limited human resources and the separation between the staff in Bali and the Vice Executive Officer (VEO) and owner who moved to Bandung have led to complexities in operational and marketing coordination. Second, although the market expansion to Bandung started in 2022, the sales targets for 2023 have not been met due to ineffective promotional strategies. Lastly, YoungFlame's main products, such as shirts and pants, lack innovation, resulting in decreased consumer interest and suboptimal brand awareness compared to established brands.

To address these issues, an appropriate business model strategy for YoungFlame is required. This strategy can be determined by identifying customer profiles, business model environment, and conducting a SWOT analysis. Identifying customer profiles helps understand the characteristics of customer segments, including their needs, challenges, and the benefits they seek from YoungFlame. The business model environment assesses external opportunities and threats, including market forces, industry forces, key trends, and macroeconomic factors. SWOT analysis is used to formulate a business strategy by examining the company's strengths, weaknesses, opportunities, and threats. Integrating the blue ocean strategy with the business model is used to evaluate the results of the SWOT analysis. The goal of developing and evaluating this business model is to improve YoungFlame's sales targets.

The Business Model Canvas (BMC) approach was chosen because it simplifies the visualization of issues and solutions for YoungFlame. BMC consists of nine blocks: customer segments, value proposition, distribution channels, customer relationships, revenue streams, cost structure, key activities, key partners, and key resources.

In this stage, a thorough analysis of the nine blocks of the Business Model Canvas is conducted to design YoungFlame's marketing strategy, including adding new

behavioral segments, enhancing product quality, implementing eco-friendly technology, optimizing e-commerce and social media use, and developing new distribution channels and customer interactions. This strategy also includes introducing an exclusive membership program, limited-edition products, improving human resources, and collaborating with designers and influencers, with the primary goal of increasing sales and strengthening YoungFlame's position in the fashion market.