

ABSTRACT

The growth of the creative industry has increased the demand for product photography services, especially among MSMEs. However, achieving profitability often faces challenges in production cost efficiency and effective marketing strategies. This research was conducted at BHV Creative, a product photography service in Bandung, to analyze the influence of production and marketing costs on business income. The purpose of this study is to assess the efficiency of production cost management, the effectiveness of digital marketing strategies, and the financial feasibility using BEP, ROR, PP, and NPV indicators. The research method applied is descriptive qualitative with a case study approach. Data were collected through interviews with the CEO, marketing team, operations division, and MSME clients of BHV Creative. The results show that production cost management is efficient, with an average production cost (HPP) of IDR 45,000 and a selling price of IDR 100,000 per project. Simple digital marketing strategies using social media and collaboration with MSMEs effectively increased revenue, although digital promotion remains limited. Financially, BHV Creative reached the break-even point with only two projects per month and achieved a 52.4% rate of return, while the NPV remains negative due to cash flow constraints. This study contributes to developing cost efficiency and digital marketing strategies for creative MSMEs. It is suggested that BHV Creative strengthen its cash flow management and enhance paid digital promotion.

Keywords: *production cost, digital marketing, efficiency, revenue, MSMEs.*