

Development of a Business Model Canvas For Galeri Indonesia Wow

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Abstract: The policy on the sectors of Cooperatives and Micro, Small, and Medium Enterprises (MSMEs) as mandated in the Presidential Regulation No.: 2 of 2015 concerning the National Medium-Term Development Plan (RPJMN) Years 2015-2019 stipulates that it is imperative to enhance the competitiveness of MSMEs and Cooperatives so as to develop into a sustainable business with a larger scale ("move to the next level") in order to contribute to the national economic self-sufficiency. To begin, for the micro business segment, in this regard the development of MSMEs, the Government plays a vital role in the marketing of MSME products, especially through assistance and funding which in turn will enable those MSMEs to expand, for example by facilitating the marketing of their products to domestic and international markets through Galeri Indonesia Wow (GIW) as an initial forum to connect between those running MSMEs, and domestic and foreign customers who want to buy the products produced by MSMEs from all over Indonesia. This research employed a descriptive method, i.e. a case study on business development, by collecting data and information from various sources to answer the existing problems. The research data that had been collected were analyzed using several research instruments that were divided into some research stages. Those research data were processed and analyzed using business model canvas analysis, the SWOT analysis, the forecast of turnovers obtained by GIW, and improvement of the GIW program development strategy. Results of the business model that have been improved based on results of the SWOT analysis, that included improvements in each element consisting of expanding the export market share for the Co-Creator element, performing a customer demand analysis for the Value Proposition element, developing e-commerce facilities for the Channels element, increasing personal assistance resources for the Relation element, participating in international events for the Value Stream>Returns element, replacing unproductive resources for the Key Resources element, conducting persuasive training for the Key Activities element, establishing partnerships with the offices of cooperatives all over Indonesia and stakeholders to provide MSMEs that have joined in as partners with assistance for the Key Partnership element, and optimizing budget allocation planning for the Value Stream-Outlay Costs element, were compared with the results of the turnover forecast that had been undertaken and the results suggested a decrease in GIW's turnover. It is vital for GIW to take into account this research finding in the development of its future business strategies.

Keywords: business model canvas, MSMEs, SWOT analysis, turnover forecast

1. Introduction

The policy on the sectors of Cooperatives and Micro, Small, and Medium Enterprises (MSMEs) as mandated in the Presidential Regulation No.: 2 of 2015 concerning the National Medium-Term Development Plan (RPJMN) Years 2015-2019 stipulates that it is imperative to enhance the competitiveness of MSMEs and Cooperatives so as to develop into a sustainable business with a larger scale ("move to the next level") in order to contribute to the national economic self-sufficiency. As an initial step taken by *Rumah Pemasaran* (the Marketing House) managed by the Ministry of Cooperatives and SMEs' Public Service Agency, it has established the so-called *Galeri Indonesia Wow* (GIW), which was formerly known as *UKM Gallery* (rebranding) located at SME Tower Ground Floor and the Second Floor. This new gallery also offers a variety of facilities to new entrepreneurs, creative people, and actors of cooperatives and SMEs who wish to expand their business so as to be a productive and creative entrepreneur.

GIW actually provides a number of advantages for the actors of Cooperatives, and Small and Medium Enterprises. This *Galeri Indonesia Wow* is designed as a Creative Space with the target market consisting of young people, women, and netizens. GIW has five categories of differentiation, namely providing workshops for actors of Cooperatives, and Small and Medium Enterprises to perform tests and learn in the process of product making (experiment lab), providing co-working space, providing a room for product display (curated

concept store), and serving as a means to bring together Cooperatives, and Small and Medium Enterprises with artists and designers (creative hub) and also as a meeting place for investors who are ready to become partners or foster fathers for Cooperatives, and Small and Medium Enterprises that have already joined in as members of GIW (investor meeting point).

Galeri Indonesia Wow is a facility that can be utilized by young marketers, women, and internet users (netizen). The existence of *Galeri Indonesia Wow* also can support utilization as an entrepreneurship laboratory. number of Cooperatives, and Small and Medium Enterprises that have joined as partners and have been served at the *Galeri Indonesia Wow* years 2015-2017 can be seen in Table 1.

Table 1: The Number of Cooperatives, and Small and Medium Enterprises That Have Joined in as Partners and Have Been Served by *Galeri Indonesia Wow*

Year	Target	Realization	Percentage of Realization	Growth Rate
2015	1,558	1,607	103%	6.35%
2016	1,800	1,958	109%	21.84%
2017	2,500	2,076	83%	6.03%

Source: *Galeri Indonesia Wow* (2017)

Based on data presented in the table above, it is revealed that the State Budget in 2015 was smaller than that in 2016 and this affected the turnover trend to be obtained by *Galeri Indonesia Wow* in the future. The turnover trend is also influenced by the State Budget allocated every year, but the

magnitude of the resulting effect is relative in nature. Based on the financial statement data, the turnover of *Galeri Indonesia Wow* in 2016 amounted to Rp3,707,194,291, increased by 25.87% from that in the last year which amounted to Rp2,945,276,600 with the number of SMEs served as many as 1,958 SMEs or increased by 21.84% from that in the last year.

Returning the function and objectives of *Galeri Indonesia Wow* to the right corridor makes it now closer to the community, especially those running SMEs and entrepreneurs. The concept strategy and field implementation both have a positive impact on *Galeri Indonesia Wow*. In addition to becoming one of the marketing centers for SMEs, currently this place also becomes one of the places to get information about production and marketing, especially for those running SMEs. The most important thing in undertaking this strategic management is to integrate strategies, human resources, and systems and policies that support each other to achieve the main objectives.

This research aimed to analyze the internal and external environment of *Galeri Indonesia Wow*. The analysis of the internal environment included the following factors: a company's strengths and weaknesses, while the analysis of the external environment included opportunities and threats faced by a company. This research was conducted within the scope of *Galeri Indonesia Wow* to formulate alternative strategies. Limitations on the research tools used were the SWOT matrix, turnover forecasting, and 9 (Nine) building blocks of the Business Model Canvas.

Primary data were collected by conducting direct observation, distributing questionnaires as a tool in FGD implementation, organizing FGD with decision makers of *Galeri Indonesia Wow* (GIW) and related stakeholders, and conducting interviews. As for secondary data, they were gathered by collecting data in the form of documents related to policies and program evaluation until 2017 and GIW's financial statements. The improvements of the business model based on the data collected were made to the preparation of strategies and the business model only. As for the implementation and evaluation, they depend on *Galeri Indonesia Wow* (GIW).

2. Previous Research

Some previous research used as references and as a comparison in this research consisted of theses and journals relevant to the topic under study, i.e. strategic planning. The research conducted by Qastharin (2016) entitled Business Model Canvas for Social Enterprise finds out that the business model canvas manages to make a business model simpler and easier to understand in terms of capturing how

the organization functions. Therefore, the business model canvas is useful to understand the condition of an organization and to make innovations in the business model of the organization.

Another research on non-profit organizations was conducted by Pujonggo (2016) entitled *Arsitektur Strategik Inspektorat Jenderal Kementerian Perdagangan Republik Indonesia* (Strategic Architecture of the Inspectorate General of the Ministry of Trade of the Republic of Indonesia). When applied to government organizations, adjustments are made to some elements related to non-profit organizations to fit the canvas of social organizations. This research aims to determine the current condition of the Ministry of Trade's Inspectorate General, to analyze internal and external factors, and to formulate improvement programs to deal with future challenges.

3. Method

This research employed a descriptive method. It is a case study that used qualitative and quantitative approaches. The descriptive research method is used to obtain a description of information, explanations, and conditions relating to the object under study accurately and systematically. Research employing a case study method requires a detailed, in-depth and comprehensive review of a particular object that is usually relatively small within a certain period of time, including its environment (Umar, 2010).

The object of this research was the organization *Galeri Indonesia Wow*, with the research topic related to GIW's development strategies using the Business Model Canvas (BMC) approach. The BMC approach was developed based on interviews with respondents regarding the nine BMC elements at GIW. Based on results of the BMC analysis, followed by the SWOT analysis, on each BMC element, improvements were made followed by formulation of its development strategies.

Type and Sources of Data

This research used two types of data, namely primary data and secondary data, including those obtained from and outside the organization. The primary data were obtained from field observation and interviews with the GIW management, while the secondary data were obtained from library research on relevant government agencies and institutions. The instruments to collect secondary data consisted of supporting literature and library research, as well as data obtained from published publications and the Internet. The types and sources of data used in this research can be seen in Table 2.

Table 2: Types and Sources of Data

No.	Type of Data	Data Source
1.	Primary Data <ul style="list-style-type: none"> • Data or facts relating to GIW's current condition. The data or facts focused on filling in the nine element of BMC • Internal and external strategic issues • GIW's construction and development plans 	Expert Staff Head of the Business Division Head of the Financial Division Head of the Marketing Division Head of the General-Affairs Division Head of the Facility and Infrastructure Division
2.	Secondary Data General description, history, visions and missions, and data on the organization's performance	GIW's Annual Performance Report

Data Processing and Analysis Techniques

This research used a descriptive method in the form of a case study of business development by collecting data and information from various sources to answer the existing problems. The data obtained from the research were analyzed using several tools divided into the following research stages:

- a) Descriptive Analysis Method, i.e. collecting data about the current condition of *Galeri Indonesia Wow* thoroughly both from the internal and external sources of the organization by organizing comprehensive discussion of opinions.
- b) Development of a Business Model Canvas (BMC) design based on the following steps:
 - Analysis of the business model canvas, i.e. describing conditions of the business model currently used by organizations or agencies using the business model canvas approach, this business model views organizations or agencies from 9 (nine) elements (building blocks), namely; *Co-Creator, Relation, Channels, Value Proposition, Key Activities, Key Resources, Key Partners, Value Stream Outlay and Costs, and Value Stream>Returns.*
 - Discussion of the elements based on the actual business conditions, data obtained from interviews with the management, and coupled with direct observation.
 - SWOT analysis on each of the nine BMC elements of GIW.
 - Improvement of the business model based on results of the SWOT analysis to improve the existing business model (BM) and develop a new business model. If the organization/ agency still fails to adopt the new BM, then it can choose to use the improved BM. It is well-advised to involve as many organizations or agencies as possible from varying degrees and functions in the execution of this stage.
- c) Next, forecasting the turnover obtained by GIW in the future based on the turnover data obtained in 2015 to 2017. After analyzing the data, new strategies were formulated by designing the Business Model Canvas with a view to improving the current conditions with taking

into account results of the previous SWOT analysis. The new strategies were used as alternative product development strategies to map out the steps to be taken based on the various analyses that have been done along with various considerations in accordance with results of the business model mapping and turnover forecasts of *Galeri Indonesia Wow* in the future.

- d) From the improved business model, development strategies were derived in the form of developing programs suitable for GIW.

4. Findings

The business model identification in this research was done using the Business Model Canvas that had been adjusted to the research object, i.e. *Galeri Indonesia Wow* (GIW) which is one of the programs organized by the Public Service Agency of the Ministry of Cooperatives and SMEs intended for cooperatives, and small and medium enterprises to market their products more widely and get guidance from professionals in their respective field so as to be able to expand their business, or at least to increase their turnover, which in turn will lead to an increase in their assets. GIW, which was established as a result of the rebranding of *UKM Galeri*, has been running for 2 (two) years, where it displays products manufactured by MSMEs at the 1st and 2nd floors of the building. GIW in the Business Model Canvas (BMC) perspective based on the theory proposed by Osterwalder and Pigneur (2012) is described using 9 main building blocks, that consist of *Co-Creator, Relation, Channels, Value Proposition, Key Activities, Key Resources, Key Partners, Value Stream Outlay and Costs, and Value Stream>Returns.* The initial results of the Business Model Canvas below were obtained from the companies' internal respondents through Focus Group Discussion (FGD) and direct observation, which were then described in a canvas as can be seen in Figure 1.

Key Partnerships	Key Activities	Value Propositions	Relation	Co-Creator
Ministry of Cooperatives, and SMEs	Promotion	Concept Store	Participating in Events Held by GIW	Cooperatives and SMEs with products that fall into 9 categories at
	Event	Co-Working Space		
	Curation	Investor Meeting Point		
	Product Placement	Maker Space		
		Creative Hub		
	Key Resources		Channels	

	HR		Direct	
	Consultation		(Visiting Directly, Website)	
	Infrastructure		Indirect (Ministry of Cooperatives, Offices of MSMEs)	GIW
Value Stream Outlay and Costs			Value Stream>Returns	
Maintenance of the Equipment Counter			State Budget	
Operating Costs			Profit Sharing	
Sales Assistant Costs				
Promotion Costs				

Figure 1: Galeri Indonesia Wow's Current Business Model Canvas

SWOT Analysis of the 9 (Nine) Elements of Galeri Indonesia Wow's Business Model Canvas

In general, according to research conducted by Antonio Ghezzi (2014), after identifying description of the existing Business Model Canvas, the next step is to perform a SWOT analysis of the 9 (nine) building blocks. Results of the SWOT analysis done serve as the basis for improvement and development of the business model that already exists.

A SWOT analysis is an analysis of strengths, weaknesses, opportunities, and threats. Strengths refer to the advantages owned. Weaknesses refer to things a company lacks.

Business Model Canvas

Opportunities refer to chances that can be exploited. Threats refer to challenges or obstacles that need to be overcome. Based on those factors, SWOT strategies can be formulated, which are further classified into SO strategies (Strengths-Opportunities), WO strategies (Weaknesses-Opportunities), ST strategies (Strengths-Threats), and WT strategies (Weaknesses-Threats). These strategies are developed based on results of identification, therefore all the SO, WO, ST, and WT strategies are not necessarily distributed to each building block of the Business Model Canvas. Based on results of the observation, questionnaires filled out, and interviews, results of the SWOT analysis of each element of GIW's Business Model Canvas are obtained and presented in Table 3 below:

Table 3 The SWOT Analysis of Galeri Indonesia Wow's

Table 3 The SWOT Analysis of Galeri Indonesia Wow's Business Model Canvas

Building Block	Strength	Weakness	Opportunity	Threat
<i>Key Partners</i>	<ul style="list-style-type: none"> - Sustainable - Well-organized and systematic - Having valid legal products - Credible, making it easier to build partnership 	<ul style="list-style-type: none"> - Cumbersome bureaucracy - Inflexible government regulations - Difficulty in information management and communication with partners 	Opportunity to enter into partnership with other parties	Difficulty to reach an agreement with the Government and partners
<i>Key Activities</i>	Events are held systematically according to the target to be obtained	<ul style="list-style-type: none"> - Less optimal use of the existing opportunities - Product placement that is not well-arranged 	Creating an opportunity to work together organizing an exhibition or another event	More interesting events held by others
<i>Key Resources</i>	Having its own infrastructure that it manages on its own	<ul style="list-style-type: none"> - Human resources have not been distributed according to their respective competencies - Unclear core performance indicators - Maintenance of infrastructure has to be consistent with the budget allocated in the initial plan (cannot be undertaken spontaneously) 	Having human resources consisting of professionals	<ul style="list-style-type: none"> - New rules concerning infrastructure management - Possible crimes as a result of vulnerable security system
<i>Value Propositions</i>	<ul style="list-style-type: none"> - GIW's products facilitates the products of its partners - GIW's products as a business incubator 	<ul style="list-style-type: none"> - Other than the concept store, other products of GIW are unfamiliar to partners - Less conducive supporting facilities (canteen, coffee shop, and the like) 	<ul style="list-style-type: none"> - To attract start-ups, capital/newbie entrepreneurs to grow their business at GIW - A strategic place to connect partners with foreign investors 	In the absence of good track records, GIW's programs will not be able to attract the interest of prospective partners and/or investors
<i>Relation</i>	<ul style="list-style-type: none"> - Products take part in events held by GIW - Partners maintain a close relationship with the Ministry of Cooperatives and SMEs 	<ul style="list-style-type: none"> - The absence of monitoring and evaluation after supervision - Unclear market 	In synergy with the programs of other ministries	<ul style="list-style-type: none"> - The existence of opportunities for partners of another agency which GIW fails to anticipate - The existence of a massive marketplace and social media that make it unnecessary to have the products promoted via GIW
<i>Co-Creator</i>	<ul style="list-style-type: none"> - Clear partner segmentation - Database of prospective partners have been obtained 	<ul style="list-style-type: none"> - Partners simply entrust their products (consignment) - Evaluation of partners is not held 	Local flagships can be exhibited in the capital	<ul style="list-style-type: none"> - Partners opt to terminate contracts if their products fail to attract customers

Building Block	Strength	Weakness	Opportunity	Threat
		every three months or semester		The products produced do not have good branding
<i>Channels</i>	Having facilities and infrastructure to promote itself and relations with local governments (offices) to help promote GIW	<ul style="list-style-type: none"> - Less optimal use of conventional/non-conventional - Social media do not focus on GIW's products - The website is used only as a showcase. - Promotional materials are not interesting 	To use the momentum of state guests' visit to introduce GIW	The existence of online shops that make customers no longer come to a physical store to buy a particular product
<i>Value Stream Outlay and Costs</i>	Supported by the State Budget	Inflexible use of the budget as it is prepared in the previous year	Part of spending expenses is covered by partnership programs (CSR, grant, and the like)	The central government's policy asking the public to spend less
<i>Value Stream-Returns</i>	Profit sharing based on the scheme from results of product sales	Failures to make a huge sale adversely affect profit sharing.	Renting out rooms at GIW as part of the partnership	Non-Tax State Revenues cannot be used without approval from the central government

The Improvement Program of Galeri Indonesia Wow's Business Model Canvas

Based on the resulting business model that has been improved, the following are improvement programs to be considered by Galeri Indonesia Wow as development strategies related to the improvements to the Business Model Canvas it has undertaken:

a. Internal Organizational Development of Galeri Indonesia Wow

GIW's internal organizational development needs to consider the factors of organizational structuring and resources, regulations and managerial systems, as well as networks and partnerships. For the organization itself, it is necessary to hire human resources with competencies that meet the needs for GIW development. In relation to the aspects of regulations and managerial systems, clarity of the applicable government regulations affects the organization in terms of decision and policymaking.

Among the attempts to develop the organization internally is institutional arrangement with internal organizational reforms. These organizational reforms can be done by conducting internal development programs in the forms of training, motivation, and evaluation on a regular basis, not only to GIW internal staff, but also to SMEs that have joined in as its partners. Such internal reforms also include improvements in the quality of raw materials used in product manufacture.

Galeri Indonesia Wow also needs to ensure continuity of partnership that has been established with various parties such as Offices of Cooperatives in various provinces, universities, and surrounding communities. In addition, the organization needs to improve its human resource capacity to improve the services it offers. This is vital as GIW serves as a service provider. The capacity and quality of the organization in delivering its values are the key to maintaining customer loyalty to GIW in the future.

b. Development of the Distribution and Information Channels, and the System of Communications with SMEs that Have Joined in as Partners

The potential of distribution and information channels can provide great benefits and benefits if managed properly. Good management can be performed if there are competent human resources (HR), especially in the field of science and technology. Competent human resources have a greater proportion than organizational values (Nielsen and Montemari 2012). The organization itself and the government should be able to work together to prepare professional human resources related to the management of information at GIW. The organization can conduct training in how to use information technology more effectively.

Moreover, GIW already has e-commerce services (digital marketing and e-commerce marketplace) that make it easier for customers to find information related to products offered by GIW, but these services have not been used optimally. Galeri Indonesia Wow exists as a medium for SMEs that orientate themselves towards exports and the era of digital economy that is already underway. Because of the Internet, there is a considerable market opportunity, making it easier to market our products.

Development of E-Commerce services (digital marketing and E-Commerce marketplace) with a view to creating a business website intended especially for SME Products; enhancing market functions such as connecting buyers and SMEs, facilitating transactions, and providing marketplace infrastructure for SMEs; enhancing the competitiveness of SME products through online shopping sites; and developing SME business networks through online shopping sites. Galeri Indonesia Wow has been working with 11 biggest marketplaces such as Blibli.com, Bhinneka.com, Tokopedia.com, Qlapa.com, Elevenia.co.id, Toktok.id, Lazada.co.id, Blanja.com, Akulaku.com, Berrybenka.com and Ebay.com. Therefore, the role of online marketplaces needs to be exploited optimally. The result of Galeri Indonesia Wow's Improved Business Model Canvas are obtained and presented in Figure 2 below:

Key Partnerships	Key Activities	Value Propositions	Relation	Co-Creator																												
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Figure 2: Galeri Indonesia Wow's Improved Business Model Canvas

Measurement of Turnover Forecasts

The next step was measurement of turnover forecasts to be obtained by *Galeri Indonesia Wow* (GIW) in the next few months based on turnover data in 2015 to 2017 using the linear regression model, which is one of time series

forecasting techniques based only on the behavior of data on the variables observed. Based on results of the measurement of GIW turnover forecasts, the graph presented in Figure 3 below is generated.

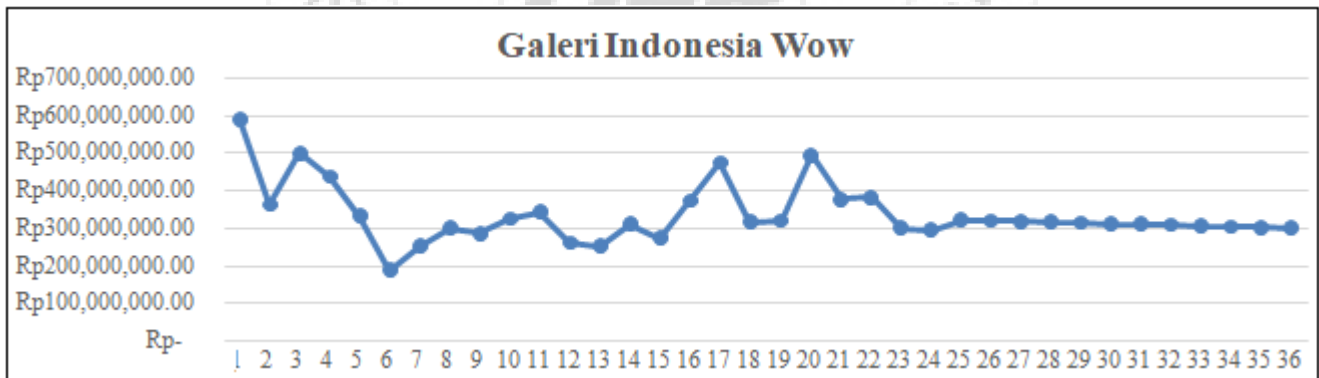


Figure 3: Results of the Measurement of GIW Turnover Forecasts

It can be seen the Results of of the Measurement of GIW Turnover Forecastst starting from the 23rd to the 36th month (as shown in the chart), there is a decrease in turnovers. This is because the percentage of partners joining GIW increases from 2015 to 2017, but this is not followed by an increase in the turnovers earned by each partner after joining GIW. In line with President Jokowi's Nawa Cita (the nine priorities agenda), namely encouraging SMEs to expand their business (move to the next level), *Galeri Indonesia Wow* serves as a forum where its partners can improve quality of their products through 5 (five) stages of differentiation, namely *Concept Store*, *Co-Working Space*, *Investor Meeting Point*, *Maker Space*, and *Creative Hub*. The resulting improvement

or increase is not only measured by the indicator of an increased turnover, but there are numerous things to indicate whether an SME has moved to another higher level or not, such as human resources and business management as specified in the Law of the Republic of Indonesia Number 20 of 2008 concerning Micro, Small, and Medium Enterprises.

Managerial Implications

The resulting improvement program arrangement and the improved business model were returned to stakeholders of *Galeri Indonesia Wow* for decision. Therefore,

contribution of these stakeholders to estimate the allocation of resources and capabilities owned for the implementation of the strategies is vital in order that the development strategies adopted by *Galeri Indonesia Wow* by applying the business model canvas can be effective and efficient. Based on the foregoing, the following are several recommendations in relation to the managerial implications where internal improvements to the organization *GIW* can be made:

- 1) The management build partnership with advertising and outsourcing agencies in order to develop a marketing system;
- 2) The management add personnel of the R&D (Research and Development) or Business Analyst Development Division in order to create innovative product diversification;
- 3) The management evaluate performance of its employees and sales performance in attempts to improve human resources;
- 4) The management perform recruitment of IT personnel to develop *GIW* product marketing and improve the business website towards marketing digitalization whose target market is the generation of the current era.

5. Conclusions and Suggestion

Conclusions

Based on results of the analysis of research data, the following conclusions can be drawn:

- 1) The identification and analysis of strategies adopted by *Galeri Indonesia Wow* were undertaken using the approach to the nine elements of the business model canvas that has been mapped out based on results of the interviews and discussion pursuant to *GIW*'s current condition, such as limited human resources with professional staff, less optimal operational activities, poor marketing activities, and lack of promotion through *Galeri Indonesia Wow*'s social media.
- 2) The improvements in each element, which consisted of expanding the export market share for the *Co-Creator* element, performing a customer demand analysis for the *Value Proposition* element, developing e-commerce facilities for the *Channels* element, increasing personal assistance resources for the *Relation* element, participating in international events for the *Value Stream>Returns* element, replacing unproductive resources for the *Key Resources* element, conducting persuasive training for the *Key Activities* element, establishing partnerships with the offices of cooperatives all over Indonesia and stakeholders to provide *MSMEs* that have joined in as partners with assistance for the *Key Partnership* element, and optimizing budget allocation planning for the *Value Stream-Outlay Costs* element, were compared with the results of the turnover forecast that had been undertaken and the results suggested a decrease in *GIW*'s future turnover. It is vital for *GIW* to take into account this research finding in the development of its future business strategies.
- 3) The new business development strategy was created through internal development of the organization and development of the distribution and information channels, and the communications system with *SMEs* that have joined in as partners using technological advances.

Suggestions

Galeri Indonesia Wow is expected to be able to develop product strategies developed based on the Business Model Canvas (BMC). The analysis that has been done based on the nine elements of the company still has room for development. The following are suggestions given to develop *GIW*:

- 1) *Galeri Indonesia Wow* needs to consider internal and external aspects in undertaking organizational development attempts. Improvements in the internal aspects should get priority over the external aspects. Among the improvements that can be made include improving the internal aspects of the organization and regular coordination with external parties (partners) for the continuity of activities undertaken by *Galeri Indonesia Wow*.
- 2) Reforms to human resources are vital for the continuity of activities held by *GIW*. In the absence of support in terms of human resources, the objective of developing *GIW* may encounter problems and it will be impossible to realize the organization's main objective to meet the needs of its partners in terms of product marketing and to facilitate *SMEs* to expand their business.

The improvement program and the improved business model in this research can be implemented by *Galeri Indonesia Wow* to provide an overview of the organization's performance as a whole so as to facilitate improvements or change aspects that are considered less appropriate. In addition, they can also be used by *Galeri Indonesia Wow* as a complement or refinement of the previous program.

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