BUSINESS DEVELOPMENT STRATEGY TO IMPROVE COMPETITIVENESS IN ANTI-AGING CLINIC USING SWOT APPROACH ANALYSIS AND BUSINESS MODEL CANVAS (BMC) APPROACH

Hani Surjati[1]*, Maya Malinda[2], Benny Budiawan Tjandrasa[3]
[1]Master's Program in Anti-Aging Management, Faculty of Medicine and Faculty of Business, Maranatha Christian University, Bandung, Indonesia
[2,3] Doctoral Program in Management Science, Faculty of Business, Maranatha Christian University, Bandung, Indonesia
*Corresponding Author:
hanis1308@gmail.com

Abstract
Elderly individuals have a substantial risk of suffering from chronic diseases that require high medical costs, both financially and in terms of time needed. It is important to pay attention to the quality of life of the elderly to reduce the burden of dependency. PT X has opened an Anti-Aging Clinic with the aim of providing services in preventing the decline in cell quality (anti-aging) to enhance the productive activities of the elderly. The main aim of this research is to analyze the SWOT followed by Business Model Canvas (BMC) and Value Proposition Canvas (VPC) analysis. The research method used is descriptive with a qualitative approach, and the data analysis technique uses SWOT including IFAS and EFAS, BMC analysis, and VPC. Data collection techniques include observation with documentary studies and secondary data. The Anti-Aging Clinic is in a hold and maintain position. The results serve as the basis for BMC mapping and VPC determination, especially in improving products and services. From its implementation, key activities are the main key to the clinic's management process that needs to be strengthened through market penetration and product development processes.

Keywords: Business Model Canvas (BMC), SWOT, Value Proposition Canvas (VPC)

1. Introduction

According to statistical data released by the Ministry of Health in 2023, Indonesia has a population of 275,454,778 people, with 48.637% of the population residing in West Java province. The dependency burden of Indonesia's population reaches 45.42%, influenced by the number of people aged 0-14 years and people aged 65 years and above (Figure 1).

Kadar et al. (2013) said that based on the latest world population census, there has been a significant increase in the number of elderly individuals (aged 60 years and above) in Indonesia. In 1960, the elderly only contributed 3.7% to the total population, but by 2020, this figure had increased to 11.34%. Projections indicate that by 2050, the number of elderly individuals in Indonesia is estimated to increase by 25% from the 2020 figure.

Elderly individuals have a substantial risk of suffering from chronic diseases that require high medical costs, both in terms of finances and the time needed (Bloom & Luca, 2016). According to Tinetti et al. (2012), 52% of the elderly population suffer from chronic diseases, while 15% have acute illnesses that can lead to death. Therefore, early detection and holistic treatment are necessary to address declining health in the elderly, aiming to reduce the country's dependency burden and enable them to remain active in productive activities.

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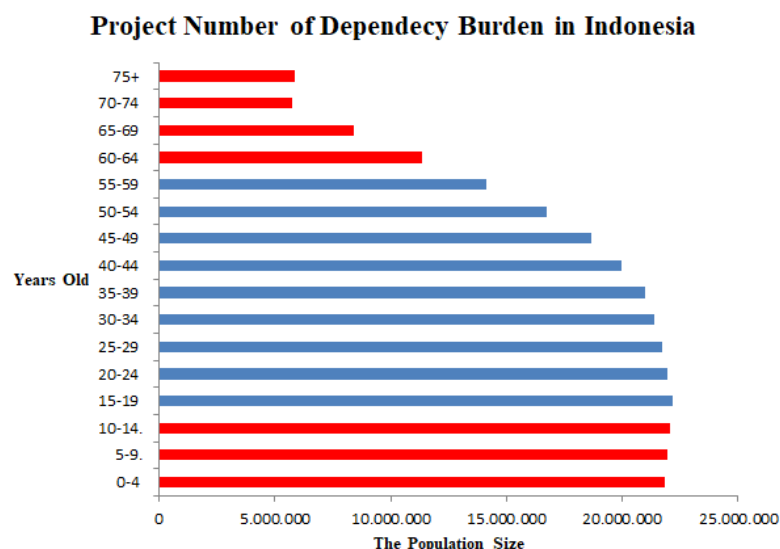IJAMESC, PT. ZillZell Media Prima, 2024.

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Figure 1. Projected number of dependency burden in Indonesia (in red) for the years
2022-2023
Source: Ministry of Health (2023)

It is important to pay attention to the quality of life of the elderly to reduce the burden of dependency. This effort can be carried out through improvements in health, which is one of the fundamental human rights regulated in national life (Ardinata, 2020). One strategy that can be implemented is showing clinics within the community. According to the Ministry of Health (2023), clinics are healthcare facilities that provide comprehensive basic and specialized medical services.

The data shows that there are 11,460 primary clinics and 1,950 main clinics in Indonesia, with West Java Province having the highest number of integrated primary clinics, totaling 2,175 clinics. (Ministry of Health, 2023). This shows that healthcare services in Indonesia have continued to develop to provide broader access to the population, including the elderly, in improving quality of life and reducing the burden of dependency.

In recent times, there has been rapid progress in the fields of science and medicine, leading to the emergence of a growing anti-aging medical industry. Anti-aging treatment can be defined as a series of actions aimed at slowing down, halting, or even reversing the aging process and improving lifespan. This involves the use of various health supplements, cosmetic products, and hormone therapies that have been developed and marketed through media channels, although it requires a deeper medical understanding (Son et al., 2019).

Therefore, PT X has opened an Anti-Aging Clinic with the aim of providing services in preventing the decline in cell quality (anti-aging) to enhance the productive activities of the elderly. This clinic offers comprehensive therapy, including microcirculation therapy, QY-MDI, and AI (Artificial Intelligent) therapy, all integrated with each other. Additionally, the clinic also provides stem cell therapy led by an experienced team of experts in the field.

Facing these conditions, entrepreneurs must adapt and consider proper and effective strategies to enhance competitiveness and support market share. In formulating business

strategies, entrepreneurs need to have a strong understanding of how a company or organization creates, delivers, and captures value through the business model framework.

According to Elliyana and Sulistyono in Hendrasto et al. (2024), the Business Model Canvas (BMC) is a framework used to comprehensively describe a business that is being created or already operational, considering various relevant aspects (Hendrasto et al., 2024). The BMC consists of nine main components, namely Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure (Rizki & Wijaya, 2024).

By using BMC, the Anti-Aging Clinic can conduct a more in-depth, exact, and focused review or analysis to map its business conditions. Pratama & Wahyuningsih in Ardiansyah (2024) found that BMC can succinctly and comprehensively describe strategies derived from SWOT analysis. The combination of these two analytical models allows them to complement each other empirically. SWOT analysis helps find and evaluate internal and external environmental conditions, which are then used as the basis for formulating strategies using BMC (Ardiansyah, 2024).

By applying SWOT analysis in the formulation process of BMC, the Anti-Aging Clinic can generate recommendations for improving and refining the existing BMC, as well as produce managerial implications for business development to enhance competitiveness.

The main objectives of this research are (1) to evaluate the external and internal environment of the Anti-Aging Clinic using the SWOT approach based on the current company situation, (2) to identify BMC elements through SWOT analysis, and (3) to analyze the business strategies of the Anti-Aging Clinic using the Value Proposition Canvas (VPC) after conducting analysis with the BMC method.

2. Theoretical Background
2.1 Entrepreneurship in Healthcare

Ronstadt, as cited in Wakchaure et al. (2022), elucidated that the term Entrepreneurship has its origins in the French words "entre" (meaning to enter) and "prendre" (meaning to take). Broadly, it refers to individuals starting novel ventures or exploring new prospects, with a heightened potential for success when targeting a market niche that is either too nascent or too specialized for established enterprises to have recognized. Entrepreneurs are pivotal actors in economic systems, using their expertise and proactive approach to foresee demands and introduce innovative concepts to the market (Wakchaure et al., 2022).

The convergence of global population ageing, and the emergence of new technologies has heightened expectations and expanded possibilities in healthcare delivery. The escalating demand for enhanced and diversified healthcare services has sparked significant interest in this domain, not only within academia but also among international organizations. These entities underscore the criticality of healthcare, emphasizing that a robust public healthcare sector plays a pivotal role in enhancing human capital quality. Achieving a strong healthcare system necessitates the presence of a resilient healthcare infrastructure (Rastoka et al., 2022).

2.2 SWOT Analysis

According to Puyt et al. (2023), Hill and Westbrook highlighted that the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is among the oldest and most commonly used strategic tools globally. However, within academic circles, this

approach, framework, matrix, model, technique, or tool has faced frequent criticisms, as evidenced by titles like "SWOT analysis: It's time for a product recall." Boitrelle et al. (2021) stated that a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) condenses the key aspects of a business's internal and external factors. The "strengths" (S) and "weaknesses" (W) pertain to the subject's internal environment, while the "opportunities" (O) and "threats" (T) encompass external factors that can either facilitate or impede the subject's progress, respectively.

2.3 Business Model Canvas (BMC) Analysis

The Business Model Canvas (BMC model) is a visual representation of various elements that depict an organization's value proposition. It serves as a strategic tool for crafting the structure of a new venture and assessing the current state of an established business (Mičieta et al., 2020). The suggested business model for a company outlines its crucial components, identifies areas for enhancing the current business strategy, and highlights strengths, weaknesses, opportunities, and threats. It can serve as a source of inspiration and a starting point for managers looking to enhance existing business models or develop new ones (Micieta et al., 2020).

The Business Model Canvas for Carita Weddings Organizer comprises nine core elements, encompassing Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Activities, Key Resources, Key Partnerships, and Cost Structure. Through these components, the canvas elucidates how the business identifies its target consumer base, establishes robust connections with consumers, and provides services that streamline the acquisition of offered products or services. Additionally, the model delves into the channels or collaborative ventures through which Carita Weddings Organizer engages with other businesses or organizations (Ningsih et al., 2023).

2.4 Value Proposition Canvas (VPC)

A value proposition delineates the advantages that customers anticipate from a company's products and services, providing the rationale for why a customer should choose to purchase from that specific business. It serves as the foundation of a firm's business model. The Value Proposition Canvas (VPC) is a structured approach to organizing the various components that contribute to the value proposition. The canvas is divided into two segments: 'Customer Needs' and 'Value Proposition,' encompassing a total of six elements: customer jobs, pains, gains, products & services, pain relievers, and gain creators (Jongbloed & Kottmann, 2022). By implementing the VPC method, it is expected that it will assist the company in focusing on the fundamental needs of users, thereby generating precise innovations that are anticipated (Panilan et al., 2024) by the Anti-Aging Clinic.

3. Methods

This is descriptive research using a qualitative approach. The research was conducted at the Anti-Aging Clinic located at Jalan Gajah Lumantung No 30, Tamansari, East Bandung, Bandung. The research activities lasted for 5 months, from October 2023 to March 2024. The selection of the research location was study case.

The data used in this study consisted of primary data and secondary data. Primary data were obtained through routine observations conducted during the operations of the Anti-Aging Clinic, aiming to address the research problem formulation and analyze external

and internal environmental factors influencing the clinic's business model. Meanwhile, secondary data were obtained from company documents, social media, websites, and relevant literature (books, articles, journals, and theses) related to this research.

Data collection in scientific research is a systematic process to obtain necessary data (Ardiansyah et al., 2023). The data collection techniques in this study include (1) observation, which involves direct observation at the research location to understand business activities and operations, and (2) documentary study, which includes reviewing company data and relevant literature studies.

In this research, data analysis techniques involve using SWOT analysis with a descriptive narrative approach and applying it to descriptive data regarding the identification results of the current BMC of the Anti-Aging Clinic. The data analysis process includes data reduction, data presentation, drawing conclusions, and performing.

This qualitative research focuses on BMC to delve deeply into the nine key elements after analyzing SWOT to understand strengths, weaknesses, opportunities, and threats. The collected SWOT data will be further processed using IFAS and EFAS. The results from IFAS and EFAS will indicate the position in a specific quadrant that will be used as the basis for formulating strategies in BMC and VPC.

4. Results and Discussion

4.1 SWOT Analysis of the Current Anti-Aging Clinic

The SWOT analysis aims to identify internal and external factors existing within the Anti-Aging Clinic business. Data collection for internal and external factors was conducted through direct observation by doctors and staff at the Anti-Aging Clinic (Table 1).

Table 1. (IFAS) Internal Factor Analysis Summary

Elements of Internal Strategy	Value	Rating	Score
STRENGTH (S)			
Availability of examination and treatment services using High-Biotechnology (oligopeptide nutrition and stem cells) and computerization.	0,08	3	0,24
Adequate operational finances.	0,12	4	0,48
Affordable pricing.	0,07	2	0,14
The technology used is in line with the demands of the times.	0,10	3	0,30
Good Facilities.	0,10	3	0,30
Experienced doctors in the field of High-Biotechnology: Glucometer, ECG, Meridian, QY-MDI, Microcirculation, Rheology, Artificial Intelligence (AI), Acupuncture, Hand Laser, Eye Laser, Vibrator, Met/Likon, Ultrasound, Kop/Becam, Microwave, Infrared, iTera, PMD, Nebulizer, and Reflexology Massage.	0,13	3	0,39
Subtotal	0,7		2,15
WEAKNESS (W)			
There has not clinic management program yet.	0,12	4	0,52
Human resources such as nurses, management staff, and financial staff are limited.	0,10	2	0,18
Profit is still low	0,08	3	0,24
Subtotal	0,3		0,94
Total	1		3,09

Source: Data Processed in 2024

Table 2. (EFAS) External Factor Analysis Summary

External Strategy Factors	Value	Rating	Score
OPPORTUNITY (O)			
The demand for anti-aging services is increasing.	0,09	2	0,18
Internet and social media as powerful marketing tools.	0,10	4	0,40
Changes in lifestyle (many people pay more attention to their health).	0,10	3	0,30
Consumer loyalty due to the need for aging prevention.	0,08	2	0,16
Technological development.	0,10	4	0,40
Subtotal	0,47		1,44
THREATS (T)			
There are traditional acupuncture, physiotherapy, and reflexology massage services that are favored by the market.	0,10	4	0,40
There are many health food businesses aimed at anti-aging purposes.	0,09	3	0,27
Black campaign.	0,07	2	0,14
Lack of knowledge regarding the importance of anti-aging treatments for the elderly.	0,09	3	0,27
Investing in anti-aging health through a lengthy process leads to consumer impatience.	0,07	4	0,28
General practitioners and specialists believe that the aging process is something that doesn't need to be treated. However, due to technological advancements, the aging process is seen as a health setback that leads to chronic diseases that need to be prevented.	0,11	4	0,44
Subtotal	0,53		1,8
Total	1		3,24

Source: Data Processed in 2024

Having conducted an analysis using IFAS and EFAS matrices, we now have the scores for each internal and external business factor. According to Tables 1 and 2, the internal strength factor is rated at 2.15, with weaknesses scoring 0.94. On the other hand, external factors score 1.44 for opportunities and 1.8 for threats. To gain a deeper insight into the current standing of the Anti-Aging Clinic, we have performed a SWOT analysis based on the Internal-External (IE) matrix.

Total Internal Factor Score

		Strong 3,41 – 5,00	Middle 2,61 – 3,40	Weak 1,00 – 2,60
Total External Factor Score	Strong 3,41 – 5,00	1	2	3
	Middle 2,61 – 3,40	4	5	6
	Weak 1,00 – 2,60	7	8	9

Figure 1. SWOT Analysis Diagram of Anti-Aging Clinic

Based on the Internal-External (IE) Matrix (Figure 2), the Anti-Aging Clinic is positioned in cell number 5, indicating that the clinic is currently experiencing stable growth (hold and maintain). In this quadrant, the company can choose between two main strategies: market penetration and product development. Market penetration focuses on increasing market share through more aggressive marketing efforts, while product development involves improving existing products and services, innovation, or even developing new and more appealing products (Pari & Munir, 2021).

4.2 Identification of Business Model Canvas (BMC) regarding the current SWOT of the Anti-Aging Clinic.

An instrument that can aid in developing new and innovative business models is employing a canvas strategy based on the SWOT strategy, followed by BMC (Figure 3). This BMC comprises 9 blocks of strategic canvas models, including Key Partners, Key Activities, Value Proposition, Key Resources, Channels, Customer Segments, Cost Structure, Revenue Streams, and Customer Relationships. The hold and maintain position of the Anti-Aging Clinic is integrated into these 9 blocks of strategic canvas, allowing us to devise a competitive business model for developing the clinic's business

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Pharmaceutical supplier Healthcare equipment supplier Healthcare product	Health services provision. Product purchases from suppliers. Public education through seminars and promotions.	Adequate clinic equipment and facilities. Coffee break refreshments Services provided by experienced nurses. Guaranteed product quality.	Special promotion for birthdays, public holidays, and big days. Discount Patient Feedback, get bonus for free monthly. Prescription and referral letter issuance.	Elderly individuals aged over 60 years old. Having an income of more than 5 million rupiah per month.
	Key Resources Physical; clinic building, pharmaceutical product, therapy equipment, payment transaction systems.	An open green space ambiance around the clinic.	**Channels** Social Media Website Word of mouth	

	Human resources Intellectual resources Financial resources			
Cost Structure Clinic electricity and water bills Purchase of product stocks Clinic maintenance Employee salary payments Internet Employee meal costs Environmental fees			**Revenue Streams** Selling products and services to patients.	

Figure 2. Business Model Canvas (BMC) of the Anti-Aging Clinic

Based on the data from the Business Model Canvas (BMC), there are 9 points in the BMC for the Anti-Aging Clinic that can be explained as follows:

a) **Costumer Segments**

Based on Osterwalder and Pgneur in Setiawan and Kania (2024), the first element that must be included in the business model canvas is identifying which customer segments will be targeted. Customer segmentation is the activity of dividing the market into various buyer groups, where each group has similar characteristics. Consumer market segmentation can be based on geographic, demographic, psychographic, and behavioral factors (Setiawan & Kania, 2024). The Anti-Aging Clinic targets the elderly group aged over 60 years old. This is based on the vision and mission set by the Anti-Aging Clinic. According to the data received by the Anti-Aging Clinic, consumer segmentation still includes patients aged 50 and above, but the majority remains the elderly over 60 years old with an income of over 5 million rupiah.

b) **Value Proposition**

The values or advantages offered by the Anti-Aging Clinic to its customer segment are (1) Adequate and modern clinic equipment and facilities, such as therapy tools and computerization; (2) Coffee Break reception usually provided to patients after therapy sessions while waiting for health analysis results; (3) Experienced and friendly nurses who create a friendly impression with every patient who visits; (4) Guaranteed safety and regulatory approval of the products provided; (5) The clinic has open green spaces like a garden around the covered parking area, providing a refreshing environment for patients.

c) **Channels**

The channels used by the Anti-Aging Clinic as communication tools to convey value proposition to customer segments are through 3 methods: (1) social media for patient management and disseminating health information via WhatsApp, Telegram, YouTube, TikTok, and Facebook; (2) The Anti-Aging Clinic's website is created to provide online services and offer information related to therapy services to the general public, enabling (3) Word of Mouth advertising.

d) **Customer Relationships**

The Anti-Aging Clinic's approach to building and maintaining customer relationships includes (1) Special promotion for birthdays, public holidays, and big days. This point is

crucial for sticking the customers in our clinic services.; (2) Offering discounts to generate interest in therapy sessions; (3) Collecting feedback or conducting patient surveys for improving Anti-Aging Clinic's services. Then the lucky patient will get bonus for free monthly therapy, like human charging therapy; (4) For patients who only want health check-ups without purchasing medication, the Anti-Aging Clinic can provide prescription services so that patients can buy medication at pharmacies or receive referrals to specific hospitals after undergoing serious illness examinations.

e) Revenue Streams

The main source of revenue or income received by the Anti-Aging Clinic so far comes from the sales of products and services to patients.

f) Key Resources

The main resources supporting the operations of the Anti-Aging Clinic are categorized into physical assets, human resources, intellectual resources, and financial resources. The physical assets of the Anti-Aging Clinic consist of (1) building facilities, (2) product facilities including medication, (3) health therapy equipment facilities, and (4) payment transaction systems; human resources include operational managers, doctors, scientists, nurses, nursing assistants, and household assistants; Intellectual resources include the clinic's name, clinic logo, and social media accounts; while financial resources include both cash and non-cash assets.

g) Key Activities

The key activities or crucial aspects carried out in the operations of the Anti-Aging Clinic include (1) healthcare services provision, (2) purchasing pharmaceutical products and healthcare equipment from suppliers, and (3) educating the elderly community through onsite seminars and anti-aging promotions via social media targeting specific elderly groups.

h) Key Partnerships

So far, the Anti-Aging Clinic has collaborated with several partners to conduct its business, namely (1) suppliers of pharmaceuticals and health nutrition, (2) suppliers of healthcare equipment, and (3) supplier of health product.

i) Cost Structures

The cost structure required and incurred by the Anti-Aging Clinic in running its business is divided into fixed costs and variable costs. (1) Fixed costs include employee salaries, internet, and environmental fees. Meanwhile, (2) variable costs consist of medication stock expenses, electricity, water, employee salaries, employee meals, and clinic maintenance.

Identifying the Value Proposition Canvas Against the Current BMC of the Anti-Aging Clinic

The Value Proposition Canvas consists of a value proposition map and customer segment profile (Figure 4). The customer segment profile is obtained by analyzing the selling price per product of drugs and therapies, considering the income of patients who are able to purchase drugs and therapies at the Anti-Aging Clinic. The VPC is derived from mapping the BMC. The results obtained from the value mapping include products and services, gain creators, and pain relievers classified in the VPC. Meanwhile, customer profiling results in identifying customer jobs, customer pains, and customer gains, which will be explained in the following section.
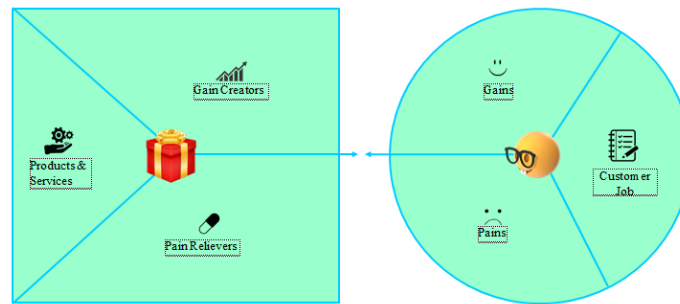
Figure 3. Value Proposition Canvas (VPC)

1) Customer Profile

The customer profile is derived from observational data gathered through patient visits at the Anti-Aging Clinic. This is done to gain detailed insights into the desires and characteristics expected by the Anti-Aging Clinic (Figure 5). This aligns with the theory presented by Sibalija et al. (2021), which states that customer profiling is conducted to understand customer jobs (problems or needs that must be addressed), customer pains (barriers or obstacles faced by customers), and customer gains (desired outcomes by customers).

a. Customer jobs

Based on patient visit data at the Anti-Aging Clinic, patients require up-to-date information regarding the mechanisms of action of drugs and therapies. The lack of information on the products offered creates a trust deficit between patients and the Anti-Aging Clinic. On average, patients are entrepreneurs or retirees who are aware of the importance of elderly health and need reliable information to undergo therapy. Additionally, patients have an average income of more than 5 million per month, allowing them to consider good quality services and products for their health needs.
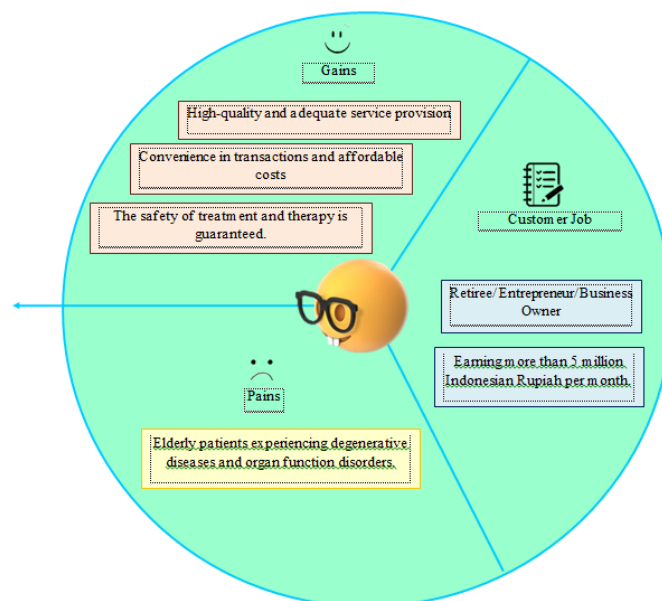

Figure 4. The Customer Profile of The Anti-Aging Clinic

b.   Customer pains

According to Osterwalder et al. as cited in Ongliani et al. (2018), Customer pains depict unwanted situations, undesired conditions, or problems faced by patients (Ongliani et al., 2018). They state that companies need to identify the challenges faced by consumers in order to ensure smooth fulfillment of consumer needs and take preventive or anticipatory measures when facing similar situations. The research results show that the problems in patients include complaints about old age and degenerative diseases that disrupt their daily activities. This is because most elderly patients at the Anti-Aging Clinic continue to work.

c.   Customer gains

In the customer gains section, it describes the patients' expectations to be met at the Anti-Aging Clinic, including:

1. Good and adequate service quality: Elderly patients have varying emotions, with most of them expecting the best, quick, and comforting service.
2. Ease of payment and affordability: Based on patients' occupations, they primarily use transfer transactions as they find it more practical and faster. Additionally, treatment and therapy costs are affordable based on patient income. The clinic also offers promotions and discounts to loyal patients for check-ups and therapies.
3. Ensured safety of treatment and therapy: If a patient feels uncomfortable with a certain treatment or therapy, the Anti-Aging Clinic always provides alternatives through scientific information presented in posters and journals. This ensures comprehensive information about treatment and therapy options.

2)   Value Map

After understanding user desires, the value map aids in clarifying the value of a product or service by detailing the benefits that will be provided to the users. Osterwalder et al. as cited in Ongliani et al. (2018) state that there are three elements in the value map: the products and services offered, solutions or prevention of user problems, and the creation of new value that was previously not considered (Ongliani et al., 2018). The research findings are integrated into the value map to specifically address those aspects, in line with the conclusions drawn from the research (Figure 5).
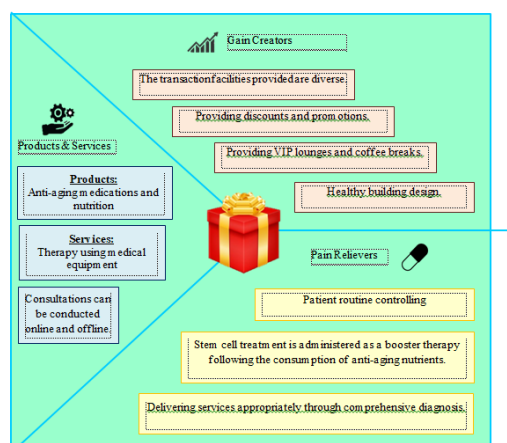

Figure 5. The Value Map of the Anti-Aging Clinic

a. Product and Services

The products and services offered include various products and services. The products offered by the Anti-Aging Clinic to address the complaints of elderly patients are various types of oligopeptide nutrition. Meanwhile, the services provided by the Anti-Aging Clinic include therapies and health checks, such as various stem cell therapies, human charging, blood health checks, ECG, blood pressure, calorie checks, etc. Additionally, services used to facilitate patient scheduling and complaints can be accessed through the website, WhatsApp, and telephone.

b. Gain Creators

Gain creators depict a company's strategy in achieving benefits for customers. By meeting consumers' expectations and hopes, the company can increase customer interest and loyalty, as they feel that their needs are valued and met (Sibalija et al., 2021). To meet the expectations and needs of elderly patients, the Anti-Aging Clinic has implemented several strategies:

1. They have established transaction facilities in collaboration with various private banks in Indonesia through portable ATM machines.
2. The clinic offers discounts and promotions for the purchase of every 10 boxes of oligopeptide nutrition and 10 sessions of human charging therapy. Each purchase qualifies for a price reduction or free treatment and therapy.
3. The clinic's building design includes healthy features such as green open spaces that are visible from the waiting area, creating a refreshing atmosphere for visiting patients.
4. They also provide VIP lounges and coffee breaks for patients undergoing treatment and therapy sessions.

These efforts are aimed at enhancing patient satisfaction and loyalty by providing convenient transaction options, cost-saving incentives, a pleasant and calming environment, and additional amenities for a more comfortable experience during their visits.

c. Pain Reliever

In addressing the pain reliever aspect, the Anti-Aging Clinic strives to alleviate problems or barriers experienced by elderly patients. This aligns with the concept elucidated by Osterwalder in Ongliani et al. (2018), which states that pain relievers depict how products and services help alleviate discomfort experienced by consumers (Ongliani et al., 2018). The efforts undertaken by the Anti-Aging Clinic include:

1. Routine monitoring every 2 weeks. This is carried out by the clinic to monitor patients' conditions at home via telephone or WhatsApp. The aim is to determine the effectiveness of the treatment and therapy provided.
2. Providing accurate services through comprehensive diagnosis of patient complaints.
3. Offering high-quality products such as oligopeptide nutrition and stem cell therapy.

These efforts are aimed at ensuring effective treatment and therapy, as well as providing quality services to meet the needs of elderly patients at the clinic.

5. Conclusion

Based on the research findings, it can be concluded that the Anti-Aging Clinic utilizes SWOT analysis, BMC, and VPC approaches. According to the SWOT analysis, the clinic is in a hold and maintains position. Therefore, the strategies employed are market penetration and product development. The total scores for IFAS and EFAS are 3.09 and 3.24, respectively, with detailed scores for each element as follows: Strengths at 2.15;

Weaknesses at 0.94; Opportunities at 1.44; and Threats at 1.8. These conditions are mapped into the BMC and then further into the VPC.

In the BMC, the most crucial element at the Anti-Aging Clinic currently is key activities, as the clinic's operations are key to its success. The activities performed by the clinic include healthcare services, purchasing products from suppliers, and community education through direct seminars and promotions, both directly and on social media platforms.

The recommendations provided include expanding product variations in oligopeptide nutrition and stem cell therapy. This involves penetrating the transaction segment by offering various payment options through partnerships with several private banks, collaborating with advanced nutrition and medical equipment suppliers to support clinic products and services, and partnering with an elderly community through health seminar promotions.

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