

An Analysis of Business Model Canvas on a Comedy Company (A Study Case of Majelis Lucu Indonesia/PT. Jenaka Sumber Rezeki)

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Abstract

This study aims to determine the business model of a talent development company or comedy company at Majelis Lucu Indonesia (MLI) / PT. Jenaka Sumber Rezeki, especially regarding the Business Model Canvas (BMC) analysis. The business model is one method that helps companies tell stories about a company's internal conditions. Through BMC, companies can display the nine essential components of a business in a simple but comprehensive way. The research data was obtained from the results of a literature study in the form of books, news articles, journals, YouTube video content, researchers' experiences, and other supporting literature sources. The results obtained from this study were that the MLI company optimally implemented the nine components of BMC and benefited from various business sources such as talent management fees, YouTube AdSense, selling merchandise, holding special online and offline shows, MLI Music, MLI e-sports, and endorsements.

Keyword: Business Model Canvas, Comedy Canvas, Majelis Lucu Indonesia

Abstrak

Tujuan penelitian ini adalah untuk mengetahui model bisnis perusahaan *talent development* atau *comedy company* di Majelis Lucu Indonesia (MLI)/PT. Jenaka Sumber Rezeki, khususnya terkait analisis *Business Model Canvas* (BMC). Model bisnis merupakan salah satu metode yang sangat membantu perusahaan untuk bercerita terkait kondisi internal suatu perusahaan. Melalui BMC, perusahaan dapat menampilkan secara sederhana namun menyeluruh terhadap 9 komponen esensial dari bisnis. Adapun data penelitian ini didapatkan dari hasil studi literatur berupa buku, artikel berita, jurnal, konten video youtube, pengalaman peneliti, dan sumber literatur pendukung lainnya. Hasil yang didapatkan dari penelitian ini adalah perusahaan MLI menerapkan 9 komponen BMC dengan optimal dan mendapatkan keuntungannya dari berbagai sumber bisnis seperti *fee talent management*, *adsense youtube*, jual merchandise, mengadakan spesial *show online* dan *offline*, MLI Musik, MLI *e-sport*, serta endorse.

Keyword: Bisnis Model Kanvas, Comedy Company, Majelis Lucu Indonesia

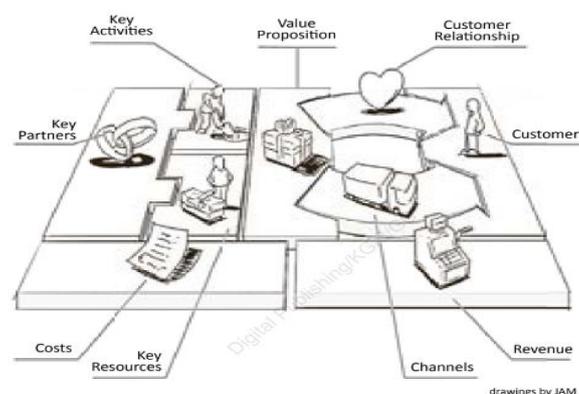
Introduction

In business, a strategy is the main keyword as it is one of the essential elements in business development so that the business can run, survive and compete. A strategy is a way in which a company makes innovations that are different from its competitors, as well as by optimizing its employees' empowerment to satisfy all customer needs (Prasojo, 2018).

In a business strategy, there is also a business model, a popular method and very much needed by companies. The business model can explain what user/consumer needs will be met by the company, why the company's solutions work better than the competitors, and how big the gap is between the consumer's ability to pay and the costs to be incurred (Cohan, 2014)

The business model is a basis that must be determined in starting a business. It will give the company a clear direction to achieve its goals and explains what products will be made, who the target market is, how to retain customers, and matters related to the business's existence. With a robust business model, the company can know the boundaries and what needs to be done. One of the most popular business model analysis methods is the Business Model Canvas (BMC). BMC is a framework that contains nine important elements in a business. These nine elements represent all the needs of a business. This method is presented visually by only displaying important points, making it easy to understand (Permana, 2013).

In other words, BMC is a business plan whose format is innovatively designed; hence, it only takes one page. This business plan is divided into nine blocks, each containing essential elements for designing a start-up or business development. The BMC form is visual (structured, easy to understand, brief, concise, easy to fix and share with anyone) (Wijaya, 2016).



Picture 1. 9 Business Model Canvas Element

The advantage of BMC, compared to a business plan, is that if a business person cannot compose beautifully and write a 50-page business plan, it is likely that it does not apply in the real world. BMC is suitable for technology start-ups that need speedy changes but can still be used for non-tech businesses. When writing a 50-page business plan and something goes wrong after running it, there is an attempt to write another 50 pages. On the other hand, in BMC, if something goes wrong, it can be replaced more quickly. BMC allows entrepreneurs more time to execute their business, not wasting time making plans (Firman, 2019).

On the other hand, related to BMC, there is a social media phenomenon currently used as a means for many people to create things. No wonder some people have many followers because they have interesting and eye-catching content. Hence, they will always try to give their best work. People often refer to them as content creators. In simple terms, content creators consistently create content that they post to various social media platforms (Mitha, 2021).

Regarding content creators, MLI is a creative comedy company initially founded by content creators Tretan Muslim, Joshua Suherman, and Fico Fazhriza. However, Fico finally chose to leave MLI. Then, Muslims invited Coki Pardede to join. Besides them, the members of MLI are Rigen Rakelna, Ananta Rispo, Adriano Qalbi, Dani Aditya, Dono Pradana, Gian Luigi, Priska Segu, Ibob Tarigan, Dustin Tiffany, and several other talents (Arifin, 2022).

Based on the researchers' observations, MLI is a comedy company with a unique business model because there are few business people in the industry. Initially, MLI was just a community that later transformed into a company. MLI presents a new type of comedy claimed to be anti-mainstream and not dull. In the hands of MLI management, comedy has turned out to be a high-value commodity; it can be seen from the ticket prices for the events held. The courage of MLI to set a high price for a comedy show has succeeded in improving the stand-up comedy ecosystem in Indonesia. After becoming a company, MLI created a more extensive business consisting of service and trading businesses.

With a rapidly growing business and a business format that can make a comedy highly valued and benefit the community, the researchers consider it very interesting to know and understand what business model MLI uses to maintain its existence in the comedy industry. This study aims to review and analyze the business model of MLI to understand how MLI maintains a business that is still rarely engaged in, especially by using BMC analysis.

Literature Review

a. Comedy Company

A company is a profit institution that produces goods or services for sale to the public, aiming to make a profit (Eka Indriyani, 2017). Companies are established on two main elements: the business form and the business type. The business form and type are usually determined at the outset as the company's foundation. The business form of MLI, which is the object of this research, is an incorporated company (*Perseroan Terbatas*) because MLI is one of the trademarks under PT. Jenaka Sumber Rezeki. Meanwhile, the business type consists of service and trading businesses.

Comedy is a work created to entertain and cause laughter. From this understanding, MLI is a profit institution engaged in the creative industry, especially matters related to comedy, starting from talent management, comedy events, video content, and merchandise.

b. Business Model Canvas

Business Model Canvas (BMC) is a simple business analysis framework introduced in 2005 by Alexander Osterwalder. BMC is a visualized description of business concepts to understand a simple business concept and idea. The BMC method divides nine essential elements into a single framework to comprehensively understand the business concept. Business planning using BMC is very suitable for companies that have settled or are heading to settle because BMC can describe a company's concepts and ideas comprehensively in a simple form.

Research Methods

The research, entitled "Analysis of Business Model Canvas on Comedy Company (Case Study of Majelis Lucu Indonesia / PT. Jenaka Sumber Rezeki), used the literature study method in the form of books, news articles, journals, youtube video content, researchers' experiences, and other supporting literature sources.

Results and Discussion

A. Majelis Lucu Indonesia Profile



Picture 2. Majelis Lucu Indonesia Logo

On the Majelis Lucu youtube channel entitled "The Indonesian Funny Council Profile (2017)", it is explained that before becoming an incorporated company (PT) and as big as it is now, MLI was a community filled with a group of stand-up comedians. MLI started booming in 2017 through roasting content uploaded on the youtube channel and comedy judgment content on Twitter. MLI was formed to give a new color to the Indonesian comedy industry. The comics (as stand-up comedians) consisting of those 12 people felt that comedy shows in Indonesia were too monotonous and homogeneous. In one of the content, the talents of MLI self-proclaimed that they had a different concept of comedy, and it was not dull because the comedy they brought comes purely from honesty.

A year later, in 2018, MLI, which was previously only a community, transformed into a large company and became a trademark under the auspices of PT. Jenaka Sumber Rejeki. The company is the main company that also oversees Comedy Sunday Surabaya and Jiroluger Yogyakarta. PT. Jenaka Sumber Rejeki is engaged in talent management, creativity, events, video content, and merchandise. The MLI vision conveyed five years ago can be said to be successful. It can be seen from the enthusiasm of the *ummat lucu* (the nickname of MLI fanatics) in every event held. However, on the other hand, MLI has a negative stigma in society because of the type of comedy that is considered too sensitive and has caused MLI to get into trouble several times because of its content.

B. BMC Analysis

BMC of Majelis Lucu Indonesia/PT. Jenaka Sumber Rejeki analysis is based on a literature study in the form of books, news articles, journals, YouTube video content, researchers' experiences as connoisseurs of MLI's work, and other supporting literature sources. Here are nine points of the MLI business model based on BMC analysis.

a. Customer Segments

When seen from some footage of offline and online events held by MLI, the majority are filled by young people. However, it is explained on the MLI website that there is no age limit to be part of the *umat lucu*. At least, through the researchers' observations, MLI has three focuses in determining customer segmentation. First, those who have fun personalities in everyday life. Second, those who are extravagant in terms of finances because the ticket prices for MLI events are quite high. Third, open-minded people are not easily offended by the type of comedy delivered.

b. Value Propositions

After determining the target market, business people must determine the value propositions offered to consumers to get their satisfaction. In the business carried out by MLI, which claims to be a reformer in the comedy industry, it surely has more value in its products. First, dark comedy is inherent in MLI. Dark comedy is considered a new color in the comedy industry because of the saturation of comedy lovers shown on TV, which is too monotonous. Although this type of comedy has its pros and cons, this type of comedy still finds a militant market. On the other hand, MLI also has several comical talents with different types of comedy to meet market needs.

Secondly, the content concept is packaged uniquely and attractively in audio and visual. Some content that has been booming recently is the *Pingin Masuk TV*, *Pemuda Tersesat*, and *Bondo Wani* content. They manage to reach many viewers because the content concept goes against the flow. While TV comedy shows have limitations because of the law that regulates them, there are no restrictions on *Pingin Masuk TV* content. While the usual da'wah program is packaged rigidly, seriously, and boringly, the *Pemuda Tersesat* content guided by Muslim Tretan, Coki, and Habib Jafar packs da'wah into a fun and exciting one. Then, there is also *Bondo Wani* content, which is visually stunning and manages to package a more in-depth investigation into a fun and informative one.

Thirdly, the ticket purchase is easy and guarantees ticket refunds if the event is cancelled. By visiting the official MLI website, the *umat lucu* can get tickets for offline events. If the event is cancelled, such as the *Maaf Saya Tersinggung* event, MLI is responsible for refunding the ticket money already purchased. Implementing such a guarantee gives more value to the customers' heart.

c. Channels

Channels are interaction media used for communication with consumers. During this research, the latest MLI data was provided on the website www.majelislucuindonesia.com which contains official information about MLI. On the website, there is also an official email channel for conveying information and cooperation. MLI also opens a direct message feature on its social media accounts such as on Instagram @mejelislucu_merch (30K followers), on Instagram @majelislucuindonesia (484K followers), on Twitter @MajelisLucu (134K followers), on Twitter @MLI_Merch (2473 followers), and also the Majelis Lucu youtube channel (2.38 million subscribers and 916 videos).

d. Customer Relationships

Customer Relationships are the process of how establishing relationships with customers. In maintaining its existence for almost five years, MLI has only been consistent on its path. The consistency has managed to create quite a militant and very loyal fan. MLI also provides quite good services, such as an easy refund process if the organizers cancel the event. In addition, MLI often raises new talents that are unique and viral in the media, and some are not yet viral but deserve to be showcased, such as some talents with disabilities. Thus, this step can provide a deep sense for MLI fans.

MLI is also a forum or media to represent public concerns so they can be accepted and get a solution if the concern is problematic. Interestingly, MLI is always optimistic about its uniqueness in providing funny guarantees to customers during online and offline events.

e. Revenue Streams

After transforming into a company, MLI has several sources of income, from service businesses to trading businesses. The sources of income consist of: First, talent management, where MLI gets a commission if someone uses their talent. Second, events comedy is a source of income obtained from paid

offline/online events and as an event promoter. Third, video content is a source of income obtained from YouTube ads or sponsorship of a brand. Fourth, MLI also sells merchandise such as vape liquid, books, clothes, and other accessories, which can also be accessed on Instagram @mejelislucu_merch. In addition, MLI has also penetrated MLI Musik and MLI e-Sport, both of which also have a clear market in customers' hearts.

There is also a data article on indoesports.com about the increasing prevalence of e-sports fever in this day and age. Everything penetrated the world of e-sports. After several Idol Groups such as JKT48 and Cherrybelle formed an e-sports team, now it is the turn of the comedy group Majelis Lucu Indonesia, commonly abbreviated as MLI, to form its e-sports team.

f. Key Resources

Key Resources owned by MLI are divided into several types. First are physical resources such as an office, a set of computers, and capable shooting tools to produce the best content. Second are intellectual resources consisting of 17 trademarks. Third are human resources, the company's most vital assets, consisting of 27 talents and an unknown number of employees.

g. Key Activities

The very first business activity at MLI was paid offline comedy events. However, MLI has transitioned into being completely online and paid since the pandemic. In addition to making personal events, MLI provides a comedy show promoter for stand-up comedians. MLI also provides services for talents ready to be invited to work together to fill any event. It can be seen in several YouTube content and TV shows filled with MLI talents. In addition to providing MLI services, it is also engaged in trading businesses such as conducting trading activities in e-commerce to sell official merchandise.

h. Key Partnerships

Several stand-up comedians initially formed MLI. Hence, the MLI's main partner is the Stand-up Indo community, a forum for comics before MLI existed. Next, MLI's important partners are payment gateway service providers such as tiket.com. The company helps MLI in the event ticket purchasing process. Next is J99 Vape, MLI's business partner in the manufacture of Liquid Tercyduk. MLI uses e-commerce to assist the sales process in selling its official merchandise.

i. Cost Structure

The cost structure of MLI currently spends funds to pay the salaries of talents and employees. In addition, MLI also pays for the production costs of the video content being produced. MLI also covers office operational costs such as electricity, water, and internet.

MLI's income is quite large because it is considered successful in the entertainment and creative industries. Some of the comedians who joined also had deep pockets because the various creative agendas are always in demand. The popularity of MLI also continues to rise every year as it has a growing fan base. Although MLI currently becomes the subject of discussion for one of its talents, Coki Pardede, is involved in a narcotics case. In this regard, Tretan Muslim representing the talents who joined MLI with Patrick Effendy as CEO is able to be professional and assert to support the investigation of the case to completion, strive to resolve and be responsible for clients who have agreed with Coki Pardede.

Researchers attach literacy data based on Mediaini's search as material to strengthen the findings above. MLI's income is indeed quite large from various sources. Various events are held, and MLI activities always get a positive response. It is considered to have succeeded in the comedy business. Reporting from Nox Influencer, MLI's estimated revenue from YouTube accounts ranges from IDR 202 million to IDR 727 million per month. If seen from the traffic of the audience watching the MLI YouTube channel daily, the income earned is IDR 12 million. Hence, no surprise if the income from this one channel alone can be hundreds of millions in a month. The Social Blade calculator predicts the income to be around US\$ 4.8K to US\$ 76.1K or around IDR 72 million to IDR 1 billion per month.

Meanwhile, if calculated annually, YouTube MLI generates estimated cash or profit of around US\$ 57K to US\$ 912.6K or around IDR 800 million to IDR 13 billion. Apart from the YouTube account, they also regularly hold stand-up comedy events at varied prices. The cheapest offer starts from IDR 67K to IDR 250K per ticket; some are even in the millions. It does not stop there. MLI's income also comes from merchandise promoted with a special account. Merch account followers follow @majelislucu_merch. Hence, no surprise if various merchandise, ranging from masks, books, t-shirts, jackets, and others, make MLI's income even higher. This merchandise can be ordered via the e-commerce platform Shopee and Tokopedia. The lowest

price starts from IDR 45K for sticker products, and the highest price is for hoodie products, which is IDR 355K.

MLI is a talent development place to nurture talents through their display content, which can lift branding. In addition to the existing content, they often prepare off-air and on-air events for the talents who are members of MLI, including bringing in collaboration events with various clients (Iqbal, 2022).

The existence of this Covid-19 pandemic does not seem to dampen the enthusiasm of MLI to continue to entertain the community. To be able to hold stand-up comedy while still complying with health protocols, MLI took the initiative to perform stand-up comedy shows on the bus. Comedy On Bus will present stand-up comedy performances from well-known comedians, namely Coki Pardede, Adriano Qalbi, Dono Pradana, Dani Aditya, Ridwan Remin, Fico Fachriza, Gilang Bhaskara, Arif Brata, Rio Dumatubun, Priska Baru Segu, Mukti Entut, Yusril Fahriza, Mcdanny, and finally Karim Sujatmiko. Later, famous Indonesian musicians will also enliven this event, including Ari Lasso, Jamrud, Endank Soekamti, and Juicy Luicy. In addition to providing a new experience for performers and viewers, this event is also an innovation in the entertainment world that adapts to pandemic conditions. The innovation is a concrete manifestation of the "Spirit to Rise from Corona" campaign through #detikiniBISA, which invites the public to Collaborate (Berkolaborasi), Innovation (Inovasi), and Healthy (Sehat), and Take Action (Aksi) (Marpaung, 2021).

Table 1.

BMC Majelis Lucu Indonesia Summary

No.	BMC Point	Majelis Lucu Indonesia
1.	<i>Customer Segment</i>	No age limit Have a fun personality Extravagant customers in terms of finance Open-minded and not easily offended
2.	<i>Value Proposition</i>	Give it a dark comedy color. Many choices of funny, interesting, and "against the flow" content but still informative Provide customers' satisfaction guarantee
3.	<i>Channels</i>	Website www.majelislucuindonesia.com Instagram @mejelislucu_merch Instagram @majelislucuindonesia Twitter @majelislucu Twitter @MLI_Merch Youtube channel Majelis Lucu

4.	<i>Customer Relationships</i>	Easy refund process Raise unique talents Raise public concerns Provide funny guarantee
5.	<i>Revenue Streams</i>	Fee from talent management Comedy Show Youtube AdSense Sell merchandise MLI Music MLI e-Sport
6.	<i>Key Resources</i>	Physical resources Intellectual resources Human resources
7.	<i>Key Activities</i>	Offline comedy show Online comedy show Merchandise sales
8.	<i>Key Partnerships</i>	Stand-up comedy community Partner company Event
9.	<i>Cost Structure</i>	Talent and employee salaries Content production costs Office operational costs

Conclusion

Based on the analysis that has been described, it is found that Majelis Lucu Indonesia has an attractive business model after being analyzed with BMC. As in the first point, regarding the customer segment, there are customer segmentation results that have no age limit, have fun personalities, are generous customers in terms of finances, are open-minded, and are not easily offended. The second point is regarding the value proposition, which discusses the added value of dark comedy colors, lots of choices of funny, interesting, and "against the current" content but still informative, and guarantees customer satisfaction. The third point related to the channels that can be accessed is the website www.majelislucuindonesia.com, Instagram @mejelislucu_merch, Instagram @majelislucuindonesia, Twitter @majelislucu, Twitter @MLI_Merch, and the youtube channel Majelis Lucu.

The fourth point concerns customer relationships, in which there is comfort when there is an easy refund process step, raises unique talents and disabilities, public concerns, and provides funny guarantees. The fifth point concerns revenue streams, including fee points from talent management, comedy shows, youtube AdSense, selling merchandise, MLI Music, and MLI E-Sports. The sixth point is about key resources, which there are points of physical resources, intellectual resources, and human resources. Poin kesembilan, tentang *cost structure*

didalamnya terkait gaji talent dan karyawan, biaya produksi konten, dan biaya operasional kantor.

The seventh point concerns key activities, including offline comedy shows, online comedy shows, and merchandise sales. The eighth point is that key partnerships are stand-up comedy communities, partner companies, and events. The ninth point concerns the cost structure consisting of talent and employee salaries, content production costs, and office operational costs.

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