**PROPOSAL PENELITIAN**

**SKEMA PENDANAAN**

**<PENELITIAN AKSELERASI>**

**<DEVELOPMENT MODEL OF CUSTOMER JOURNEY MAP FOR STARTUP BUSINESS>**

<u>Bidang Unggulan:</u>
BU-6: Sosial Humaniora (contoh)

Topik Penelitian:
T-6.2.1: Penguatan kewirausahaan, koperasi, dan UMKM (contoh)

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**Form/Unimma/STD/05.03-01-01**
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**UNIVERSITAS MUHAMMADIYAH MAGELANG**
**<JUNI 2022>**

# HALAMAN PENGESAHAN

1. a. Judul penelitian : Development model of Customer Journey Map for StartUp Business
   b. Bidang Renstra :
   c. Topik Renstra : <mark>Penguatan kewirausahaan, koperasi, dan UMKM</mark>
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9. Biaya yang diperlukan
   a. LPPM Unimma : Rp. 10.000.000
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# DAFTAR ISI

Kemukakan tujuan jangka panjang dan target khusus yang ingin dicapai serta metode yang akan dipakai dalam pencapaian tujuan tersebut. Ringkasan harus mampu menguraikan secara cermat dan singkat tentang rencana kegiatan yang diusulkan. Cantumkan nama jurnal yang menjadi target.

# RINGKASAN

With an emerging need of digitalisation in business, all types and size of business are espected to impliment it in their daily operation, planning and strategy. Digitalisation is also becoming one potential sustainability weapon for business to survive in the market (Gregory and Hoffman, 2020), (Brenner, 2018), (Henrikson & Grunewald, 2020) due to its role in changing firms' business model and accelerate growth. However, digitalization also result a more challenging business environment because customers have more privilages in choosing their products. Hence, business needs to explore their customer journey to be able to attract more customer.

The aims of this research is to measure the relation between digitalization, user experience and channel as instruments on setting customer journey map to assist business sustainability. This research will focus to startup business as the most emerging business type in Indonesia.

In order to find a suitable model, quantitative and qualitative perspective will be used to analyse data and better approach for the research object. The qualitative design will be conducted by in-depth interview and FGD to find constructs as well indicators and quantitative method will be used to measure the effect of the variables. This research will focus in Magelang where the pilot test will focus to DIY and Jateng. This research article will be submitted to Journal of Entrepreneurship, Management and Innovation (JEMI), a Scopus indexed journal and the additional output will be submitted to Jurnal Manajemen Bisnis-Sinta 3.

**BAB 1. PENDAHULUAN**

Uraikan latar belakang dan permasalahan yang akan diteliti, apa yang sudah dilakukan peneliti-peneliti sebelumnya (*state of the art*) secara ringkas, apa yang luput dari perhatian peneliti peneliti sebelumnya, dan temuan yang ditargetkan atau gagasan ditawarkan untuk menyelesaiakan permasalahan. Cantumkan juga metode atau strategi yang akan digunakan secara ringkas untuk menyelesaian masalah.

## 1.1. Introduction

The impact of the Covid-19 pandemic has accelerated the process of digital technology transformation, the rapid increase and changing role of the internet has an impact on changes in consumer behavior. This situation is driving consumers and markets increasingly connected and other digital online channels have become very diverse. In- depth understanding of consumers is the main key for business continuity and the key to developing the company. One method to better understand changes in consumer behavior is through the consumer journey approach. In simple terms, Yudho et al (2022) explained consumer journey as a consumer point of view, starting from realizing the existence of a product, evaluating product choices from available options, using products according to the needs that consumers have, until finally deciding to buy again and become a loyal consumer, or even not to repurchase in the future. Consumer journey map is a tool to find out the customer journey. Richardson (2010) explained customer journey map as a diagram that depicts the steps the customer engages with the company, in the form of products, online experiences, retail experiences, or services, or any combination. CJM (Consumer journey map) lists all possible corporate touchpoints that a customer may encounter during the service exchange process. By clearly understanding specific touchpoints, managers can use tactics to drive service innovation for customers. The touch points are usually depicted horizontally on the customer journey map according to the timeline of the customer experience process in each preservice, service and after-service period. Preservice refers to the customer experience before the actual service includes such as advertising, listening to radio advertisements, or receiving promotional e-mails. Service refers to the customer experience as long as the actual service is performed such as entering a mall parking lot, engaging with employees, visiting a store. After-service refers to the customer experience that occurs after actual service such as a customer posting a picture of a purchased item on Facebook, returning merchandise, or receiving an incentive to return to the mall. Wirayawan (2011) explained no matter how good the features of a product, system, and service without the intended audience being able to feel satisfaction, and comfort in interacting, the

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customer experience level will be low.

The rapid increase and changing role of the internet has led to more choices for customers, more varied and intensive channel users, changing channel preferences, and more control for customers over the onboarding and purchasing process of goods and services. Companies are becoming increasingly aware of the need for a good multichannel strategy. According to Keller (2010), a multichannel strategy is well integrated when the target market is completely closed, each consumer has the channel and communication options at their disposal, and the channels and communications work together in a cost-effective manner. There are discrepancies in the research results. Lemon & Verhoef (2016) underlined customer journey has a significant positive relationship to run a company. Meanwhile, the research conducted by Alvarez et al (2020) stated that the customer journey has no effect in running a company.

Researchers are interested in using the topic of customer journey as a research subject because the phenomenon of customer experience is now the main goal of a management. While large companies are so concerned with understanding consumers, some large companies, such as Amazon, KPMG, and Google, now have a chief customer experience officer, customer experience vice president, or customer experience manager who is responsible for creating and managing customer experiences. With this, it shows that the role of the customer journey is very important so that every company or those who are starting a business need to understand and understand that customer journeys are needed in business continuity.

Uraikan tujuan khusus yang akan dicapai dari penelitian.

## 1.2. Research Aim

This research aims to develop an extended model for Customer Journey Map specifically to startup business to assist business sustainability. This research will focus to Startup business as most emerging business world wide include Indonesia.

Uraikan kontribusi penelitian yang diusulkan ini terhadap pencapaian visi institusi. Dalam hal ini visi institusi telah dijabarkan dalam visi program studi dan Rentra Penelitian (Kode topik penelitian). Sangat disarankan bagian ini berupa gambar atau diagram yang diberikan penjelasan. Tunjukkan bahwa penelitian yang diusulkan ini untuk menyelessaikan masalah yang ada dan memberikan dasar/ petunjuk untuk melakukan penelitian penelitian selanjutnya. Sehingga diharapkan akan membentuk rangkaian penelitian.

## 1.3. Research Contribution

The contribution of this research as explain in figure below:



Gambar 3.1. Bidang Unggulan Penelitian Unimma
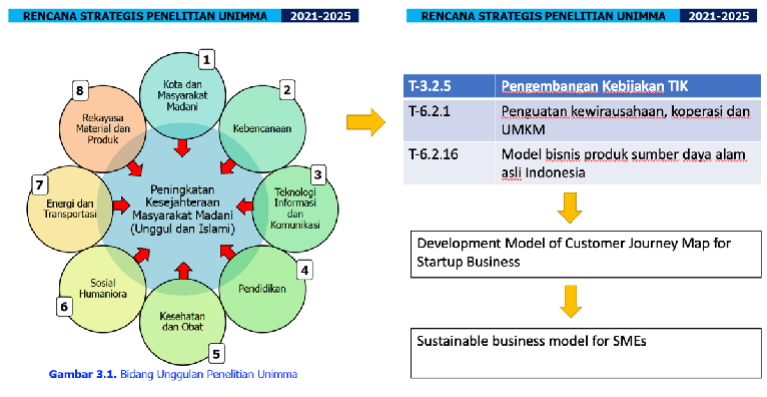
Uraikan target luaran dari penelitian yang diusulkan (dalam bentuk naratif maupun tabel)

## 1.4. Output Target

This research article will be submitted to Journal of Entrepreneurship, Management and Innovation (JEMI) https://www.jemi.edu.pl. and the additional output will be submitted to Jurnal Manajemen Bisnis-Sinta 3 https://jurnal.fe.umi.ac.id/index.php/JMB

# BAB 2. TINJAUAN PUSTAKA

Kemukakan state of the art dalam bidang yang diteliti, sebagai modal untuk menyusun hipotesis, bukan merupakan kumpulan teori. Gunakan **sumber pustaka acuan primer** yang relevan dan terkini dengan mengutamakan hasil penelitian pada jurnal ilmiah, Pedoman Penelitian Unimma Tahun Akademik 2020/2021 33 prosiding terindeks dan/atau paten. Bagian akhir dari tinjauan pustaka adalah kerangka konsep penelitian yang disajikan dalam bentuk gambar atau diagram.

## 2.1. Customer Journey

The term customer journey has been widely adopted in practical service management and design (Nelson, 1997).This term addresses the processual and experiential aspects of the service process as seen from the customer's point of view. It is described as repeated interactions between service providers and customers (Meroni & Sangiorgi, 2011). Zomerdijk & Voss (2011) found that leading service providers often use a customer journey approach in service management and design. The customer journey was identified as the preferred means among service designers to summarize customer research and was seen as valuable for communication and for strengthening stakeholder empathy with customers (Følstad & Kvale, 2018). The authors also explained that the customer journey approach is also used for the management and design of public sector services and for service innovation in the consumer market.

Different customer journey approaches have evolved in the marketing field. Here, the focus is on the consumer decision process, from becoming aware of the company to making a purchase or becoming a loyal customer. In this approach, customer behavior and experience are usually analyzed according to a predetermined orientation process, constrained in steps such as awareness, familiarity, consideration, purchase, and loyalty or pre-purchase, purchase, and post-purchase (Lemon & Verhoef, 2003). It is also often supported by customer relationship management (CRM) systems or web analytics (Vakulenko et al., 2019).

Lemon & Verhoef (2016) conceptualize the customer experience as a customer's journey with the company over time during the purchase cycle at multiple touch points. Explain that customer experience is a dynamic process. The customer experience process flowing from prepurchase to purchase to repurchase is iterative and dynamic. This process combines past experience (including previous purchases) as well as external factors. At each stage, the customer experiences touch points, only a few of which are under the company's control.

## 2.2. Customer Journey Map

The Customer Journey Map (CJM) is a visual depiction of the sequence of events in which the customer interacts with the service organization during the purchasing process (Rosenbaum et al., 2017). The customer journey perspective is closely related to the use of visualization, or often called a customer journey map (Meroni & Sangiorgi, 2011). A customer journey is a sequence of direct and indirect customer contact with a product, service or brand (Meyer & Schwager, 2007), each of which is a positive, negative or neutral experience (Berry et al., 2002).

The customer journey map is structured as a sequence of phases of the customer experience in each of the pre-service, service, and post-service periods influenced by past experiences and by one or more touch points during each phase, which influence future experiences(Micheaux & Bosio, 2019). Customer journeys are generally developed from personas (Stickdorn et al., 2011). A customer journey is a sequence of direct and indirect customer contact with a product, service or brand (Meyer & Schwager, 2007), each of which is a positive, negative or neutral experience. Micheaux & Bosio (2019) explained that the value of customer experience at each touch point affects the quality of the perceived relationship which in turn affects the commitment of the touch point that can occur in online and offline channels.

The customer journey may vary within the scope of the company. It can be based on a hypothesis or research, it can reflect current or future results, and it can be an overview or detailed, product or experience-based view (Stickdorn et al., 2018). A customer journey map can include various types of information from the lead agent, general descriptions of touchpoints, storyboards, and graphic depictions of the emotional journey.

Touchpoints are usually depicted horizontally on a customer journey map according to the process mapping. Rosenbaum et al (2017) explained the timeline is separated into three periods: pre-service, service, and post-service. The pre- service period refers to the customer experience before the actual service begins. In the CJM process for malls, pre-service customer experiences can include touchpoints such as viewing mall advertisements, listening to radio advertisements, or receiving e-mail requests. The service period refers to the point of contact that customers experience during actual service: entering the mall parking lot, engaging with employees, visiting stores, and interacting with mall kiosks. The post-service period refers to the customer experience that occurs after the actual service. Touchpoints in this period may include customers posting pictures of purchased items on social media, returning merchandise, or receiving incentives to

return to the mall. After identifying all the customer touch points in the three periods, the Manager must develop strategic categories that describe the relevant initiatives associated with each point of contact.

Mapping the customer journey thus follows the principles of service design by sequencing the encounters that arise from the sharing of the service, from the first contact with the customer to the overall description of the service. Follong to that, emotions are important for understanding where the customer is having difficulty, for identifying gaps in the customer experience and for exploring potential solutions. Other attributes of a journey map might include information on the channel where the touch points are, stakeholders, dramatic arcs, backstage organizational processes, related tasks, and conversion funnels (Stickdorn et al., 2018).
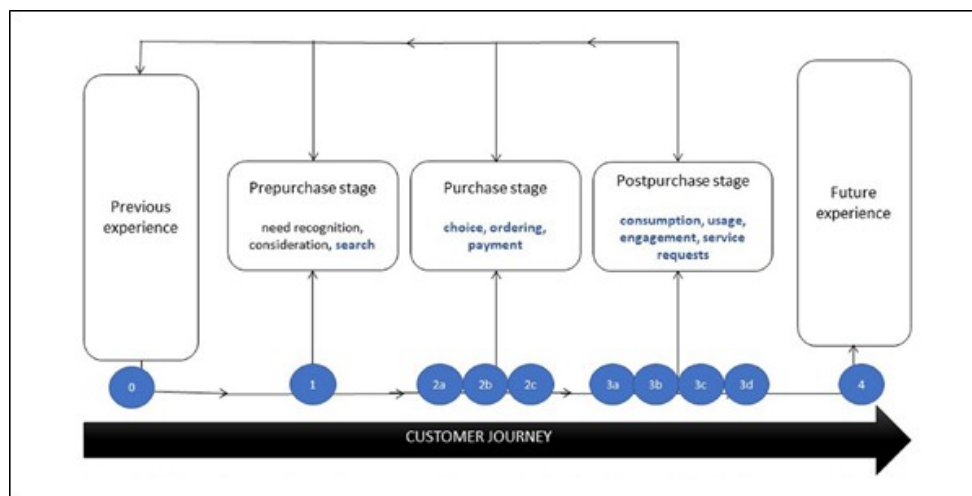


**Figure 2. Peta Perjalanan Pelanggan (Micheaux & Bosio, 2019)**

### 2.3.   User Experience

According to (Redström, 2006) states that: "A major response to designs failing to gain approval and acceptance has been to consider it to be a matter of insufficient knowledge about people, their capacities, needs and desires and that design therefore needs to be based on the improvement of such knowledge"

The response to designs that fail to gain approval and acceptance is to regard them as a matter of unreasonable knowledge of people, their capacities, needs and wants and therefore the design needs to be based on increasing knowledge. Alvarez et al (2020) describes user experience

including explicit and implicit reactions to identify what users see, feel, and think about the system, what they like or don't like about its presentation and use as well as the emotional impact during physical interaction and memory after interaction. . Therefore, when evaluating and validating user experience, both measures should be considered, collected and analyzed complementaryly because UX Design deals with the intertwined relationship between objective and subjective, internal and external aspects that make up human-product interactions.

Some definitions of user experience according to (Lemon & Verhoef, 2016) identify five types of experience: sensory (senses), affective (feeling), cognitive (thinking), physical (acting), and social identity (related) experiences. (Verhoef et al., 2009) explicitly defines customer experience in the retail context as a multi-dimensional construct and specifically states that the customer experience construction is holistic and involves the customer's cognitive, affective, emotional, social, and physical responses to the retailer. In the study of brand experience, (Brakus et al., 2009) conceptualizes brand experience as subjective, internal consumer responses (sensations, feelings, and cognitions) and behavioral responses evoked by brand-related stimuli that are part of brand design. (De Keyser et al., 2015) describes the user experience as "consisting of the cognitive, emotional, physical, sensory, spiritual, and social elements that characterize the user's direct or indirect interactions with other market participants" – essentially, the raw data contained in all the direct ct or indirect interactions that then come together as a whole experience. Similarly, considering technology as an experience, the so-called four threads of experience, ideas that help us to think more clearly about technology as an experience: sensual, emotional, compositional, and spatio-temporal.

In general, practitioners have agreed that the total user experience is a multidimensional condition involving cognitive, emotional, behavioral, sensory, and social components (Stickdorn et al., 2011, 2018; Verhoef et al., 2009). However, the experience may relate to certain aspects, such as a brand (e.g., (Brakus et al., 2009) or technology and it is consistent with the individual contact between the firm and the customer at different points in the experience, called touchpoints (Homburg). et al., 2017).Experience is also constructed through this set of touch points in several phases of the customer decision process or purchase journey.Overall, it can be concluded that customer experience is a multidimensional construct that focuses on cognitive, emotional, behavioral, sensory, and social responses. customers to a company's offerings throughout the entire customer buying journey.For that reason, personas and CJM are becoming increasingly commonly used User

Experience (UX) tools, as they give designers the possibility to explore and sketch user descriptions and interactions with design proposals, which can be validated with real users

## 2.4. Channel

According to (Kotler & Keller, 2012) there are 3 types of marketing channels, namely (1) communication channels (2) distribution channels (3) service channels. Communication channels include receiving messages from consumers and delivering messages by an organization to potential customers, communication channels usually exist in the form of magazines, radio, newspapers, television, mobile phones and also the internet. Distribution channel is a tool in displaying, selling and delivering physical products or services to consumers and users. Distribution channels consist of 2 types, namely direct and indirect. You can directly go through the internet, mail and cellphones, while for those who don't, you can go through the help of distributors and resellers. Service channels usually include services provided from warehouses, banks and insurance companies.

The rapid increase and changing role of the Internet means that channels have now become very widely used and the choice of online and other digital channels has become very diverse. This has led to more choices for customers, more varied and intensive use of channels, changing channel preferences, and more control for customers over the process of orientation and purchasing of goods and services (Veen & Ossenbruggen, 2015). One of the multichannel channels that must be applied to companies and businesses, so that companies can use more than one channel to carry out their business activities, for example to market their products with various channels such as email, telephone, billboards, catalogs, websites, etc.

According to (Keller, 2010), a multichannel strategy is well integrated when the target market is completely closed, each consumer has the channel and communication options at their disposal, and the channels and communications work together in a cost-effective manner. The multichannel strategy is then intended to migrate subscribers from one channel to another by opening up new channels while making it more difficult to access traditional channels. While this is cost-effective, moving towards self-service for all is also ineffective (Veen & Ossenbruggen, 2015).

Customers use different channels in different stages of the decision process (Verhoef et al., 2007). It also seems that multichannel shopping leads to higher sales than is the case with single channel

shopping (Verhoef et al., 2010). In other words, different channels are interdependent and need each other to achieve sales targets. According to (Keller, 2010), a multichannel strategy should combine short-term sales strategies as well as building long- term customer relationships (i.e., brands and customers). loyalty. Ignoring long-term customer relationship goals will lead to a multichannel strategy that focuses on transaction efficiency rather than customer satisfaction. Although many companies claim to focus on customer relations, most pursue sales goals in the short term (Berry et al., 2010). However, as long as the sales targets for individual channels are leading (e.g., conversion rates; sales margins), the services offered through these channels will be transaction driven and will not lead to customer satisfaction.

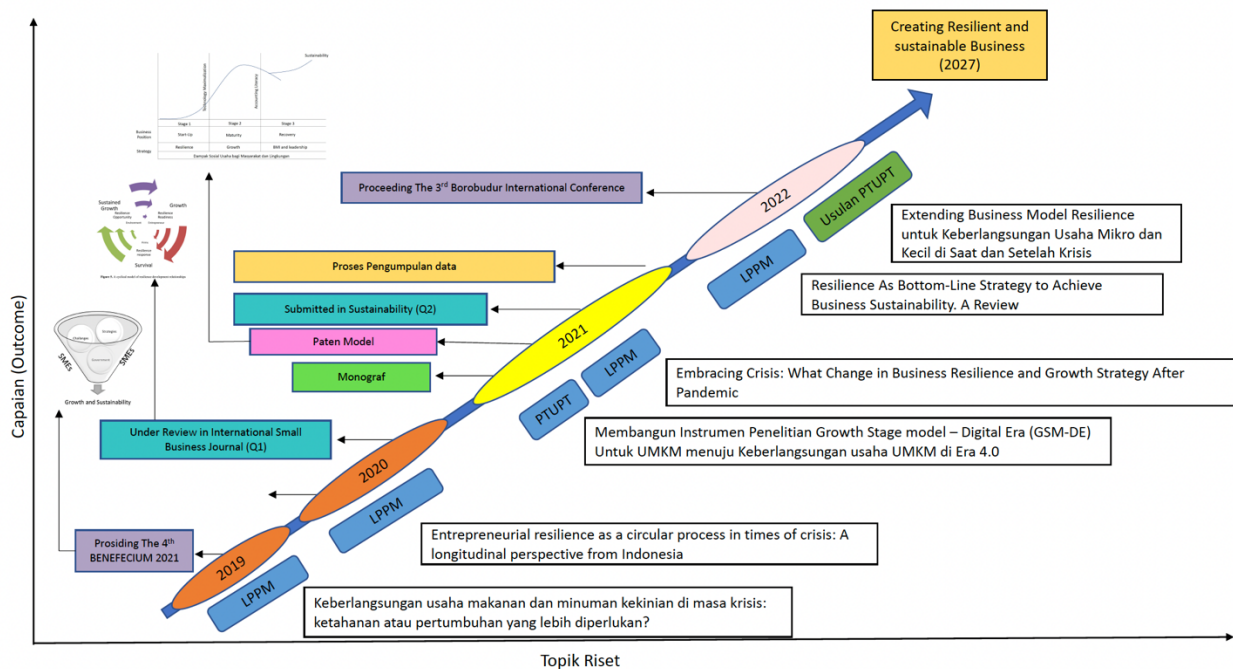## 2.5.     Researcher Track Record



Figure 3. Track Record Peneliti

# BAB 3. METODE PENELITIAN

Buat bagan penelitian secara utuh dengan pentahapan yang jelas, mulai dari awal bagaimana proses dan luarannya, dimana akan dilaksanakan, dan indikator capaian yang terukur. Pada bab ini, juga harus menyertakan pembagian tugas yang jelas antar peneliti, termasuk mahasiswa yang dilibatkan.

## 3.1. Research Method

As a mixed method approach, this research collect and analyse data using 2 ways, quantitative and qualitative. Data taken for quantitative approach is using questionnaire. validity and reliability tests are carried out as well as multiple regression analysis. For the qualitative approach, structured interview will be carry out to research samples. This research applies Purposive sampling to limit the research object. The categories cover digital based startup business.

Mix method analysis is suitable to be amplimented in this research due to its flexibility in testing hypoteses and getting deeper findings for the problem solving (O'Cathain & Murphy, 2007). Below in the research method of this research
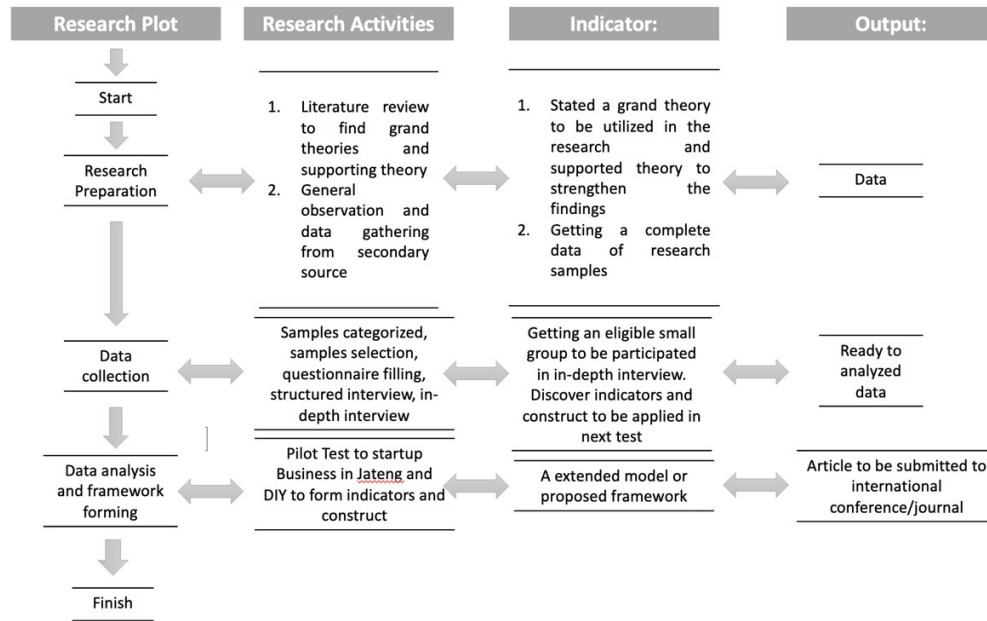


Figure 2. Research method

# BAB 4. JADWAL DAN BIAYA PENELITIAN

Jadwal penelitian disusun dalam bentuk tabel yang menggambarkan tahapan kegiatan penelitian dan waktu pelaksanaan. Tahapan kegiatan penelitian harus akuntabel terhadap metode penelitian dalam upaya pencapaian luaran penelitian.

## 4.1. Jadwal Penelitian

Tabel 4.1. Jadwal Penelitian

| No | Kegiatan | Bulan penelitian | | | |
|----|----------|------|------|------|------|
|    |          | ke 1 | ke 2 | ke 3 | ke 4 |
| 1. | Persiapan Penelitian | V | | | |
| 2. | Pengumpulan Data dan FGD | | V | | |
| 3. | Analisa Data | | V | | |
| 4. | Pilot Test | | | V | |
| 5. | Penyusunan Laporan dan Artikel Ilmiah | | | | V |
| 6. | | | | | |

**Penyusunan anggaran biaya berdasarkan pada metode dan jadwal penelitian**. Setiap kegiatan dapat dianggarkan belanja bahan penelitian, belanja non operasional, dan biaya perjalanan. Honorarium dapat diberikan kepada petugas survei atau teknisi yang membantu penelitian, sementara honor bagi peneliti (dosen) diwujudkan dalam bentuk biaya output penelitian.

## 4.2. Anggaran Biaya

Tabel 4.2. Anggaran Biaya

| Kegiatan A: Persiapan Penelitian | | | | |
|------|------|------|------|------|
| Jenis | Pembelanjaan | Jumlah | Harga (Rp) | Total (Rp) |
| Bahan | Paket Internet | 2 paket | 100.000 | 200.000 |
| Bahan | Pulsa | 1 paket | 100.000 | 100.000 |
| Bahan | Konsumsi | 4 paket | 40.000 | 160.000 |
| | | | | |
| Sub total kegiatan A | | | | 460.000 |
| | | | | |
| Kegiatan B: Pengumpulan Data dan FGD | | | | |
| Jenis | Pembelanjaan | Jumlah | Harga (Rp) | Total (Rp) |
| Bahan | Paket Internet | 2 paket | 100.000 | 200.000 |
| Bahan | Pulsa | 1 paket | 100.000 | 100.000 |
| Bahan | Konsumsi | 12 paket | 40.000 | 480.000 |
| Sub total kegiatan B | | | | 780.000 |
| | | | | |
| Kegiatan C: Analisa Data | | | | |
| Bahan | Paket ATK | 1 Paket | 500.000 | 500.000 |
| Bahan | Pulsa | 1 Paket | 100.000 | 100.000 |

| Honorarium | Olah Data | 1 Paket | 500.000 | 500.000 |
|---|---|---|---|---|
| **Sub total kegiatan C** | | | | 1.100.000 |
| | | | | |
| **Kegiatan D: Pilot Test** | | | | |
| Honorarium | Expert Judgement | 1 Paket | 2.500.000 | 1.500.000 |
| Bahan | Pulsa | 1 Paket | 100.000 | 100.000 |
| Honorarium | Olah Data | 1 Paket | 500.000 | 500.000 |
| Bahan | Paket ATK | 1 Paket | 500.000 | 500.000 |
| Bahan | Souvenir Responden | 50 Paket | 28.000 | 1.400.000 |
| | | | | |
| | | | | |
| | | | | |
| **Sub total kegiatan D** | | | | 4.000.000 |
| | | | | |
| **Kegiatan E: Luaran Penelitian** | | | | |
| Jenis | Pembiayaan | Jumlah | Harga (Rp) | Total  (Rp) |
| Bahan | Paket Internet | 4 paket | 100.000 | 400.000 |
| Bahan | Pulsa | 1 paket | 100.000 | 100.000 |
| Bahan | Konsumsi | 4 paket | 40.000 | 160.000 |
| Biaya Output 1 | Artikel Ilmiah Internasional | 10 lembar | 200.000 | 2.000.000 |
| Biaya Output 2 | Artikel Ilmiah Nasional | 10 lembar | 100000 | 1000000 |
| | | | | 3.660.000 |
| | | | | |
| **Total usulan biaya (A+B+C+D+E)= Rp.** 10.000.000,- | | | | |

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