

EMBRACE INDONESIA: A COLLABORATIVE DIGITAL PLATFORM BETWEEN CREATIVE INDUSTRY ACTORS AND NON-GOVERNMENTAL ORGANIZATIONS

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Abstract: Indonesia's economic growth had shown a positive trend in the span of 2015-2020. On the other hand, Indonesia's economic growth affected the inequality in a negative way. Ideally, the economic growth must be followed by social development actions. Researcher designed a digital platform which was formed as a combination of marketplace and crowdfunding model. This research aimed (1) to analyze consumer interests and problems in shopping and donating online (2) to formulate appropriate features and services to answer consumer interests and problems in shopping and donating online, (3) to develop verified business models and to design Embrace Indonesia prototypes according to consumer preferences. This research was conducted based on the stages of customer discovery in the customer development method to identify problems and generate business models to be a solution to the problem of shopping and donating online. The results of the research identified 10 problems and their solutions in shopping and donating online by providing 6 features on the prototype, as well as a verified business model for Embrace Indonesia. The results of found that Embrace Indonesia's features as a digital platform can be a solution for customers in shopping and donating online.

Keywords: inequality, digital platform, business model canvas, marketplace, crowdfunding

Abstrak: Pertumbuhan ekonomi Indonesia menunjukkan tren yang positif dalam kurun waktu 2015-2020. Namun, pertumbuhan ekonomi ini menyebabkan ketimpangan pendapatan di Indonesia. Pertumbuhan ekonomi seharusnya dibarengi dengan pembangunan sosial. Dengan kondisi seperti ini dirancanglah sebuah digital platform yang berupa kombinasi dari marketplace dan crowdfunding. Penelitian ini bertujuan (1) menganalisis minat dan permasalahan konsumen dalam berbelanja dan berdonasi online, (2) merumuskan fitur dan layanan yang tepat untuk menjawab minat dan permasalahan konsumen dalam berbelanja dan berdonasi online, (3) mengembangkan model bisnis yang terverifikasi dan merancang prototipe Embrace Indonesia sesuai preferensi customer. Penelitian ini dilakukan berdasarkan tahapan customer discovery dalam metode customer development untuk mengidentifikasi masalah dan menghasilkan model bisnis sebagai solusi berbelanja sekaligus berdonasi online. Hasil dari penelitian dapat diidentifikasi 10 permasalahan dan solusinya dalam berbelanja dan berdonasi online dengan menyediakan 6 fitur pada prototipe, serta model bisnis yang terverifikasi untuk Embrace Indonesia. Berdasarkan hasil uji diperoleh bahwa fitur-fitur Embrace Indonesia sebagai digital platform dapat menjadi solusi bagi customer dalam berbelanja dan berdonasi online.

Kata kunci: ketimpangan, digital platform, business model canvas, marketplace, Crowdfunding

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INTRODUCTION

Indonesia in the period 2015-2020 shows a positive trend of economic growth. This shows that Indonesia is able to maintain stable economic growth. When viewed from statistics, Indonesia's economic growth tends to be positive. Still, on the other hand, Indonesia's economic growth has a positive effect on income inequality and the number of poor people in Indonesia. Economic growth should be accompanied by appropriate government policies and also the distribution of assistance to the lower classes so that the income inequality between the upper middle class and the lower middle class does not widen (Istiqamah et al. 2018). By paying attention to this problem, it can be concluded that this inequality occurs because of development that focuses on economic aspects and is not accompanied by social development.

The social situation in Indonesia has the potential to reduce the inequality that occurs because Indonesia is known for its very generous people. Indonesia ranks first as the country with the most generous population (CAF, 2018). This explicitly illustrates that Indonesians have a high spirit of donating. This data shows that there is great potential for the Indonesian people to work together to reduce the problem of inequality in Indonesia. The potential of the generous Indonesian people can be maximized with new and innovative approaches. Indonesian people are quite familiar with the concept of shopping and donating, as evidenced by the results of research conducted by Unilever Global which states that 54.00% of Indonesian consumers are willing to choose products that are produced responsibly and carry out a social mission (Unilever Sustainability Report 2015-2016), but there is no online platform that provides a place for consumers to shop and donate online.

This research was conducted to create a platform that can accommodate people's interest in the shop and donate. In the platform, which is planned to be a combination of e-commerce and crowdfunding, there is a need for the main party who acts as a platform provider, and a party who acts as a product seller on the platform. After conducting initial observations, there is a fact that the most prospective economic sector for Indonesia in the future is the creative economy sector because the growth of the creative economy sector is at 5.76% and is above growth in the electricity, gas, and clean water, mining and quarrying sectors. , agriculture,

animal husbandry, forestry and fisheries, services, and processing industries (Kominfo, 2018).

This platform will collaborate with the creative industry sector with Non-Governmental Organizations (NGOs) that are engaged in various kinds of social problems. Collaborating with NGOs will facilitate the company's operations because donations will be channeled through NGOs with adequate infrastructure. This platform will benefit creative economy activists. One of the benefits obtained by the activists of this sector is being able to create a positive brand image through the action of caring for social problems. This is in line with research conducted by Koranti (2015) that social programs that have been carried out by many companies in Indonesia have proven to provide many benefits, including being able to maintain and boost the company's brand image. On the consumer side, consumers will be interested in shopping on this platform because they can shop and donate at the same time. The digital platform will be named Embrace Indonesia.

The problem of inequality that occurs in Indonesia is caused by two fundamental problems, namely inequality in the level of education and level of health that occurs in Indonesian society. According to Ariutama and Syahrul (2016) concrete things that can be done to reduce this problem are: 1) improving education and health facilities and infrastructure; 2) increasing people's access to health insurance and scholarships, especially for the poor from remote areas; and 3) dissemination and re-implementation of the cooperation culture. Embrace Indonesia will try to reduce the level of inequality in Indonesia by trying to improve facilities and infrastructure in the education and health sectors, increasing access for the poor to insurance or health assistance and educational scholarships, as well as socializing and reviving the culture of gotong royong in Indonesia.

Based on the above background, the aims of this study are (1) to analyze consumer interests and problems in shopping and donating online (2) to formulate appropriate features and services to answer consumer interests and problems in shopping and donating online, (3) to develop verified business models and to design Embrace Indonesia prototypes according to consumer preferences.

METHODS

This research was conducted in Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) areas. Jabodetabek was chosen because the survey results showed that at least 44.1% of respondents in Jakarta, Bogor, Depok, Tangerang and Bekasi (Jabodetabek) search for and buy products online (Hasibuan 2020). Apart from that, Jabodetabek is also included in the 10 most generous cities in Indonesia during the pandemic (ACT, 2021). This research took place from July to September 2021.

The data used in this study are primary data and secondary data. Primary data was obtained through the distribution of online questionnaires and in-depth interviews with prospective customers of Embrace Indonesia in the Jabodetabek area with 17 respondents in Jakarta, 13 respondents in Bogor, 6 respondents in Depok, 6 respondents in Tangerang, and 8 respondents in Bekasi. Secondary data were obtained from the results of the literature study and from the results of previous studies.

This study uses a sampling technique with a purposive sampling method. Researchers need respondents with the characteristics of having shopped and donated online and domiciled in the Greater Jakarta area. Respondents in the test phase of this research problem amounted to 50 respondents according to the recommendations of Blank and Dorf (2012). At the solution testing stage, a minimum of 25 respondents is required, this number is determined based on the recommendation of Charmaz (2006) for small-scale research.

This study uses a customer development method that focuses on the customer discovery stage and is added to the prototype method. At the customer discovery stage there are 4 stages, namely: 1) the formulation of the hypothesis; 2) problem testing; 3) solution testing; 4) verification of Social Enterprise Business Model Canvas (SE BMC). The reason for using SE BMC is because in the last five years, start-ups based on social entrepreneurship have experienced quite a significant increase both locally and globally. In this context, a

business model of social entrepreneurship emerged which aims to address social problems, increase community capacity, provide jobs and training to the community, or help the environment (British, 2018).

RESULTS

SE BMC hypothesis

The formulation of the business model canvas hypothesis on the Embrace Indonesia platform using the business model canvas from Qastharin (2018) using analysis of literature studies. The SE BMC Embrace Indonesia hypothesis can be seen in Figure 1.

Problem Test Results

In the problem testing phase, it was found that there were several problems faced by potential respondents in shopping and donating online. Details of the problems and solutions offered can be seen in Table 1. At the problem testing stage, it was also found that respondents had a high interest in shopping and donating online. The majority of respondents with a total of 62% expressed their interest in the presence of a platform that can provide services for online shopping and online donations, in this case the user can see a list of NGOs that are donor partners of Embrace Indonesia. The list of NGOs on this page is divided into three groups according to their respective focus, namely education, health, and others for other social focuses. Even 28% of respondents stated that they are very interested in the Embrace Indonesia platform which can accommodate the interests of potential respondents.

Improvement of Hypothesis BMC0 to BMC1

The problem test resulted in a change in the business model from the hypothesis BMC0 to BMC1. BMC changes are made based on the results of the problem test. The table for the first stage of SE BMC repair can be seen in Table 2.

MISSION: Reducing inequality that occurs in Indonesia				
Key Partners - NGO - Creative Industry Activists - Informal Community - Charity foundation	Key Activities - Data processing - Platform development and maintenance - Partnership development - Donation report - Marketing - Monitoring and Evaluation	Value Proposition - E-commerce and crowdfunding - Support local creative industries - Education, health, and social assistance	Customer Relationship - Social media - Customer care - Referral code	Customer Segment - People who are interested in online shopping - People who are interested in online donations - Middle to lower society and or underdeveloped areas
	Key Resources - Finance - Platforms (web) - Office - HR - Computer and internet		Channels - Embrace Indonesia website - social media (ig, twitter, youtube)	
Cost Structure - Platform development and maintenance - Marketing costs - Operating costs		Revenue Stream - Profit sharing - Sponsors and donors - Administration fee per transaction		
Impact & measurements - The level of inequality in Indonesia has decreased, marked by the decline in Indonesia's Gini ratio - Decreasing the number of people who cannot access education, health and sanitation, as well as quality and equitable employment or productivity opportunities				

Figure 1. Hypothesis SE BMC

Table 1. Problems encountered by respondents in online shopping and donating and the solutions offered by embrace Indonesia

Costumer Problem	Solutions offered
1. Lack of trust in the seller	- Selecting sellers
2. There are no innovations that offer a new approach to donating	- Create a joint account system - A platform that offers a new approach to donating
3. The seller is difficult to contact	- Embrace Creatives feature
4. There is no follow-up regarding their donation	- Chat feature with seller
5. Lack of quality local product options	- Provide clear information on the platform about progress, results, testimonials, and email reports
6. It is difficult to find a trusted donor of donations	- Capture and highlight local creative industry activists
7. Lack of payment options	- Selecting an experienced and trusted NGO
8. Expensive postage and delivery of goods that are not on time	- Complete information about NGOs on the Embrace platform - Using midtrans services for payment gateway providers
9. Data protection	- Cooperating with logistics/expedition companies to reduce shipping costs and efficiency in shipping goods
10. There is no subscription option to donate regularly and automatically	- Ensure the security of consumer/donor personal data - Provides a subscription plan feature

Prototype Making

Product prototyping is carried out at the solution testing stage. The prototype will be shown to potential respondents to get to know Embrace Indonesia more deeply. Based on the initial hypothesis and from testing the problem, the results were obtained in the form of products and services needed on the Embrace Indonesia platform that is tailored to consumer interests. These products and services will be compiled into a minimum viable product which will be the basis for the manufacture of the Embrace Indonesia prototype. The MVP Embrace Indonesia design can be seen in Table 3. The Embrace Creatives page can be seen in Figure 2a.

On this page, users can choose the creative industry products to be purchased. The creative industry products are arranged according to their respective categories, such as fashion, craft, culinary, performing arts tickets, books, and so on.

Figure 2b is a display of detailed information about one of the products selected by Embrace Indonesia users. On the product detail page, there is information about product descriptions, information about the nominal profit to be donated, options to contact the seller, and add-to-cart options to add the product to the shopping cart.

Table 2. First Improvements to the social enterprise business model canvas

Elements of SE BMC	Improvements
Key Partners	The addition of key partners in the form of: <ul style="list-style-type: none"> • Midtrans as a partner to provide more options for payment methods • Shipping companies as partners for efficient delivery of goods and suppression of postage costs.
Value Propositions	Added value propositions in the form of: <ul style="list-style-type: none"> • An interactive platform with added chatroom features. • Added a subscription plan feature to facilitate regular and automatic donations with the frequency and nominal determined by the consumer.
Customer Relationships	The addition of a cust relationship in the form of: <ul style="list-style-type: none"> • Rewards & Points • Report Email Progress

Table 3. MVP Embrace Indonesia

MVP (Minimum Features)	Purpose
Embrace Creatives	To make it easier for consumers to find and buy local creative industry products.
Embrace Activities	To make it easier for consumers to access complete information about ongoing and completed projects.
Embrace Partners	To make it easier for consumers to access complete information about partners from Embrace Indonesia.
Interaktif (Chatroom)	To make it easier for consumers to interact with sellers and NGOs on the Embrace Indonesia platform by providing gifts or promos for loyal users.
Profile	Make it easy for consumers to control all types of their activities on Embrace Indonesia in a way users can save their favorite projects and favorite products. This page also contains information about transactions that have been made.
Subscribe to donate (subscription plans)	Option for consumers who want to donate regularly automatically.

The Embrace Activities page can be seen in Figure 3a. On this page, users can view and select social projects, both ongoing and those that have been successfully completed. The Embrace Activities page is further divided into 3 categories, namely for education, health, and other projects that contain other social projects.

The Activity Details page can be seen in Figure 3b. This page is a continuation page of Embrace Activities when the user clicks on one of the existing social projects. This page aims to provide further information about the projects in Embrace Indonesia with the help of videos, complete text descriptions, donation progress, and other detailed information needed by users

The display of the Embrace Partners feature can be seen in Figure 4a. On this page, users can see a list of NGOs that are partners of Embrace Indonesia. The list of NGOs on this page is divided into three groups according to their respective focuses, namely Education, health, and others for other social focuses.

Figure 4b is a display of Partner Details which is an advanced page when the user clicks on an NGO from the list of NGOs on the Embrace Partners page. On the Partner Details page, users can get more complete information about NGOs registered with Embrace

Indonesia. On this page, users are given the option to subscribe to donate or the so-called subscription plans feature. With the subscription plans feature, users are free to determine their commitment to donate regularly with the intensity and nominal they want.

The appearance of the Embrace Indonesia profile feature can be seen in Figure 5a and Figure 5b. On this page, users can control all the activities they do on the Embrace Indonesia platform. Users can save their favorite projects and favorite products. This page also contains information about transactions along with user points and rewards. This page is also equipped with information about the user's social contribution records, such as projects that have been assisted, the nominal amount of money that has been donated, and the subscription plans selected by the user. Users can also invite their relatives to become Embrace Indonesia consumers by sharing their referral codes and earning points.

In Figure 5b there is a customer care section that aims to help and ensure user comfort. In the customer care section, there is information about the privacy policy, detailed information about Embrace Indonesia such as contacts that can be contacted and social media, as well as frequently asked questions.

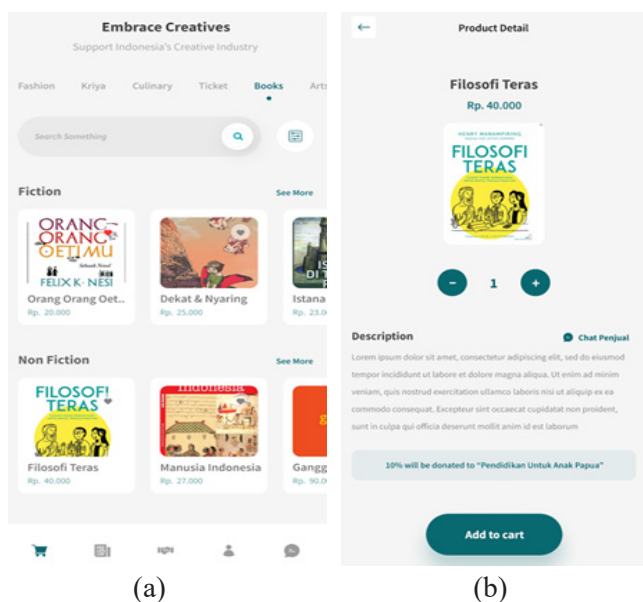


Figure 2. Embrace Creatives (a) and Product Details (b)

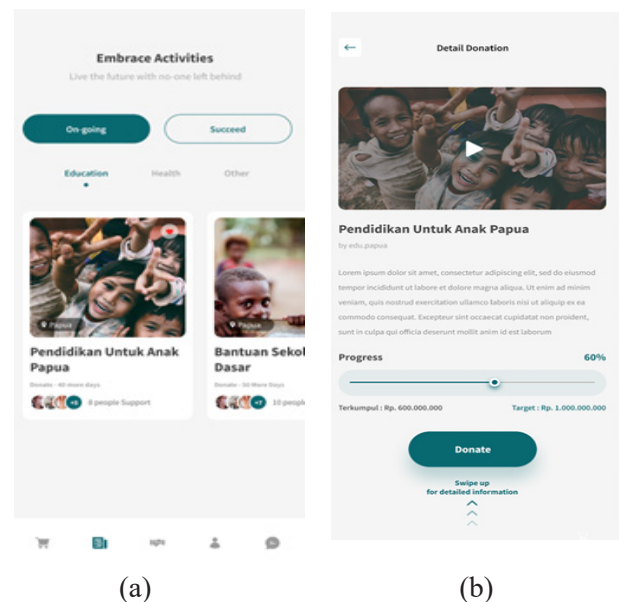


Figure 3. Embrace Activities (a) and Activity Details (b)

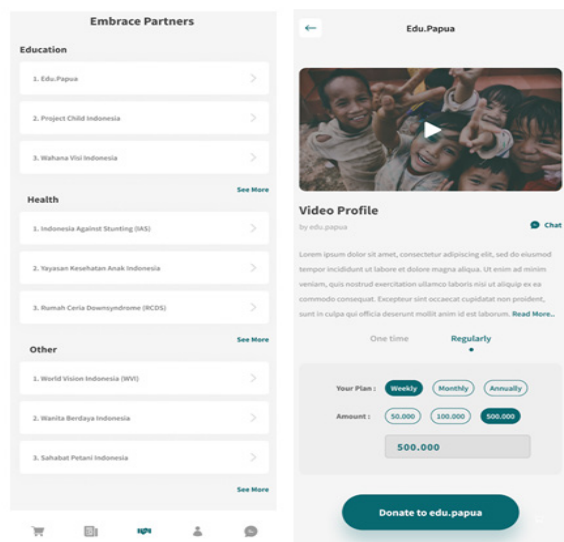
The pages for the Embrace Indonesia chatroom feature can be seen in Figure 6a and Figure 6b. This page aims to make it easier for users to interact with sellers and NGOs for the convenience of users in shopping and donating online on the Embrace Indonesia platform.

Solution Test Results

Solution testing is the third stage in the customer discovery stage. The solution test phase is carried out to find out whether the business model canvas and prototype that have been created are in accordance with consumer preferences and can solve the problems of potential respondents. The solution test was carried out by means of in-depth interviews with 40 respondents from a total of 50 potential respondents at the problem-testing stage.

1) Customer Interest in Embrace Indonesia Features

Embrace Indonesia has several main features consisting of Embrace Creatives, Embrace Activities, Embrace Partners, Profile, Chatroom, and Subscription Plan. These features were then tested on potential respondents, overall respondents felt that these features were enough to help them in shopping and donating online.



(a)

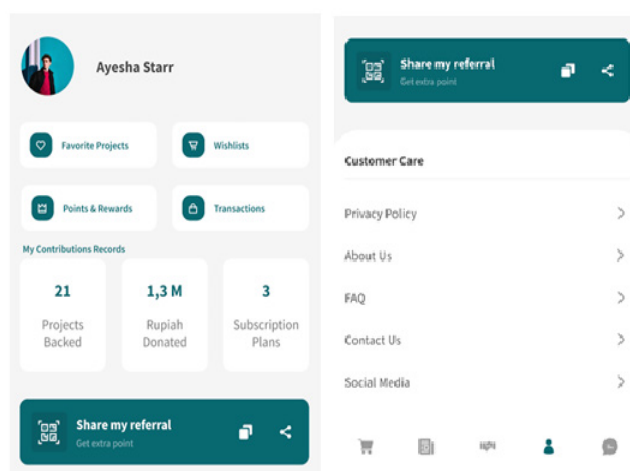
(b)

Figure 4. Embrace Partners (a) and Partner Details (b)

2) Prototype Testing with Usability Measurement

There are 4 categories whose feasibility level will be measured at this usability measurement stage, namely: 1) Usefulness; 2) Ease of Use; 3) Ease of learning; 4) Satisfaction (Lund, 2001). To obtain the percentage of eligibility for each aspect of usability, a calculation using the percentage of feasibility formula is carried out so that the percentage of feasibility results for each aspect is obtained.

From the results of the assessment, it was found that the Embrace Indonesia prototype had met the required aspects of a website, namely: 1) Usefulness or usefulness with a feasibility value of 90.93% which was included in the very feasible category; 2) Ease of Use or ease of use with a value of 84.375% which is included in the very feasible category; 3) Ease of Learn or ease to learn with a value of 86.875% which is included in the very feasible category; 4) Satisfaction or user satisfaction with a feasibility value of 85.875% which is included in the very feasible category. From the results of in-depth interviews, it was found that all respondents felt that the Embrace Indonesia platform had helped respondents in shopping and donating online.



(a)

(b)

Figure 5. Profile A (a) and Profile B (b)

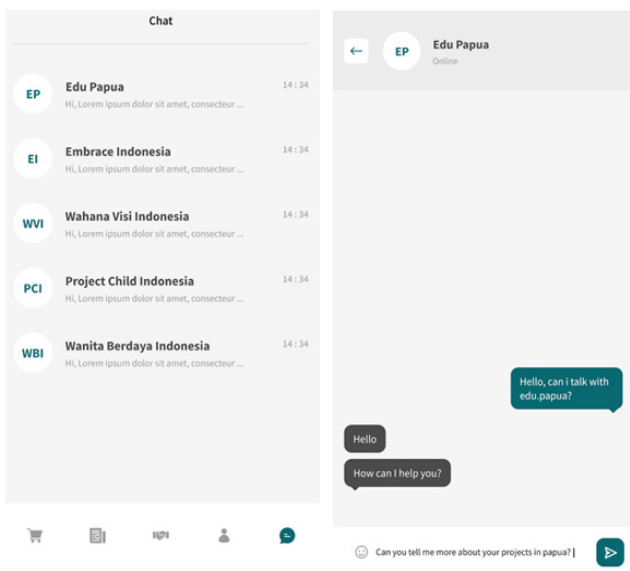


Figure 6. Chatroom (a) and Chatroom Details (b)

BMC Verification

BMC verification is the last stage in the customer discovery method. This stage aims to validate and confirm that there is harmony between the problems faced by consumers and the solutions offered by Embrace Indonesia. According to Blank and Dorf (2012) there are 3 ways to verify a business model, namely: 1) Verification of product conformity with the market; 2) Verify customers and how to reach them; 3) Verify the ability of the business to generate profits.

Verify Product Suitability with Market

The suitability of the product with the market can be seen in the suitability of the value proposition with the customer segment. According to Blank and Dorf (2012), there are 3 components to determine product suitability with the market, namely: a) the problems found are important to be resolved; b) products and features that can solve consumer problems; c) the size of the number of markets to provide benefits to the designed business.

a. The problems found are important to be solved by Embrace Indonesia.

At the problem testing stage, several problems and respondents' interest in shopping and donating online were found, including:

- Lack of trust in the seller and difficulty in contacting the seller.
- Lack of options to select quality local products.

- Lack of payment options.
- Expensive postage and untimely delivery.
- The method of donation is too monotonous/has no innovation that offers a new way or approach to donating.
- Difficult to find reliable donors and lack of follow-up from organizations regarding their donations.

b. Products and features that can solve Embrace Indonesia's consumer problems.

The features on the Embrace Indonesia platform are based on the problems and interests encountered by the respondents. Based on the results of the solution test phase, information was obtained that the main features such as Embrace Creatives, Embrace Activities, Embrace Partners, Profile page, Chatroom, and Subscription Plan can solve the problems of respondents in shopping and donating online.

c. The size of the number of markets to benefit Embrace Indonesia's business.

According to Blank and Dorf (2012), the number of users for the website/mobile path can be estimated by the law of 30/10/10, which means that 30% of the target market will register themselves as users of the available platforms, 10% of those registered will try the platform. it, and as many as 10% who try will use it every day. By applying the law, it can be estimated that 30% of the total target market, which is 8.7 million people, is obtained as many as 2,580,000 people will be registered as Embrace Indonesia users. 10% of registered users or as many as 258,000 people will try the Embrace Indonesia platform, and 10% of those who try, or as many as 25,800 people will make transactions on the Embrace Indonesia platform every day.

Verify Customers and How To Reach Them

Embrace Indonesia's target consumers are individuals who are interested in shopping online and donating online. Based on the results of the problem test and solution test, there are several ways to reach customers. Embrace Indonesia is a digital platform, so the most effective way to reach customers is through digital channels or online. Here are some strategies for optimizing the use of Embrace Indonesia's social media:

- Building online communities (Lesser et al. 2009).
- Build interactions (Fischer and Reuber 2011).

- Content sharing (Berthon et al. 2012).
- Promote the online campaign Embrace Indonesia (Lukkarinen et al. 2016).
- Personalized advertising (Tran, 2017)
- Build credibility (Taprial and Kanwar, 2012).

Business Ability to Generate Profit

In the social enterprise business model canvas, revenue is very important to ensure the sustainability of business activities. Embrace Indonesia must have financial income and profit for this business to continue to operate and be sustainable. Embrace Indonesia's capabilities are identified through the calculation of total investment costs, calculation of production costs, income analysis, and financial forecast analysis.

Initial Investment Cost

Embrace Indonesia's initial investment cost is estimated at IDR 5,120,000,000. The investment costs include the cost of making a website, purchasing an office building and its facilities, as well as providing computers.

Production cost

The production cost of Embrace Indonesia is what is designed on the business model canvas in the cost structure block which includes operational costs, marketing, and maintenance or website development costs. Embrace Indonesia is estimated to require a production cost of Rp 87,475,000 per month.

Revenue Analysis

Embrace Indonesia's income comes from a 5% fee per transaction to the results obtained at the solution testing stage. Embrace Indonesia, which is a newcomer, targets at least 1500 transactions per day which are divided into 750 online shopping transactions and 750 online donation transactions. Embrace Indonesia is targeted to create 22500 online shopping transactions and 22500 online donation transactions every month.

The total donation and online shopping transactions on the Embrace Indonesia platform are targeted to reach IDR 4,950,000,000 per month. Embrace Indonesia will receive a fee of 5% of the total transaction. When calculated, Embrace Indonesia's monthly income is IDR 247,500,000.

Embrace Indonesia's total monthly income is IDR 247,500,000 with a simulation of 750 shopping transactions per day and 750 donation transactions per day.

Net income per month
= total income per month - total cost per month
= Rp 135,000,000 – Rp 104,475,000
= Rp 30,525,000 per month

Net income per year
= Rp 30,525,000 x 12
= Rp 366,300,000 per year

Financial Forecast Analysis

Financial forecast analysis aims to estimate the financial possibilities that occur in the business activities carried out so that management decision can be made. The analysis conducted by Embrace Indonesia is in the form of return on investment (ROI) and payback period (PP). The following is a financial forecast analysis from Embrace Indonesia:

ROI= (total revenue per year / total investment) x 100%
= (Rp 274,725,000 / Rp 230,000,000) x 100%
= 119,44% per year

PP = (total investment / revenue per month) x 1 year
= (Rp 230,000,000 / 22,893,750) x 1 year
= (10.04) x 1 year
= 10 months

It can be seen in the calculation of return on investment that Embrace Indonesia obtained a yield of 119.44% per year. From the calculation of the payback period, it is estimated that Embrace Indonesia will take 10 months to return the amount of investment spent.

Verified Business Model Canvas

The final result of this research is the creation of a verified Embrace Indonesia business model canvas. SE BMC Embrace Indonesia can be seen in Figure 7.

MISSION: Reducing inequality that occurs in Indonesia				
Key Partners - NGO - Creative Industry Activists - Informal Community - Charity foundation - Midtrans (payment gateway) - Expedision Company	Key Activities - Data processing - Platform development and maintenance - Partnership development - Donation report - Marketing - Monitoring and Evaluation	Value Proposition - E-commerce and crowdfunding - Support local creative industries - Education, health, and social assistance - Interactive - Donation subscription (weekly/monthly)	Customer Relationship - Social media - Customer care - Referral code - Rewards and points - Email progress - Promo	Customer Segment - People who are interested in online shopping - People who are interested in online donations - Middle to lower society and or underdeveloped areas
	Key Resources - Finance - Platforms (web) - Office - HR - Computer and internet		Channels - Embrace Indonesia website (mobile friendly website) - social media (ig, twitter, youtube)	
Cost Structure - Platform development and maintenance - Marketing costs - Operating costs		Revenue Stream - Profit sharing - Sponsors and donors - Administration fee 5% of each donation		
Impact & measurements - The level of inequality in Indonesia has decreased, marked by the decline in Indonesia's Gini ratio - Decreasing the number of people who cannot access education, health and sanitation, as well as quality and equitable employment or productivity opportunities				

Figure 7. Verified SE BMC Embrace Indonesia

Managerial Implication

The positive impact that Embrace Indonesia wants to create is a reduction in the level of inequality in Indonesia as measured by a decrease in Indonesia's gini ratio. To realize this impact, Embrace Indonesia will strive to reduce the factors that cause inequality in Indonesia, which can be measured by reducing the number of people unable to access education, health and sanitation, as well as quality and equitable job opportunities.

All respondents expressed their agreement and support for Embrace Indonesia's activities to reduce the number of Indonesian people who cannot access quality education facilities and services, health and sanitation facilities and services, as well as quality job opportunities. With an adaptive concept, Embrace Indonesia is able to exist and become a solution to the problem of inequality in Indonesia, especially during the post-pandemic period that occurred in Indonesia.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Respondents have a high interest in shopping and donating online. This is indicated by the responses of respondents who show interest in using Embrace Indonesia's services. Respondents also encountered several problems in shopping and donating online, such as a lack of trust in sellers and donors, sellers who were difficult to contact, lack of new approaches to donating, lack of follow-up donations, lack of quality local product options, lack of payment options, data protection and so on. Embrace Indonesia makes a digital platform in the form of a website with various features and services as a solution to the interests and problems of respondents. Based on the results of the solution test phase, information was obtained that features and services such as Embrace Creatives, Embrace Activities, Embrace Partners, Profile pages, Chatrooms, and Subscription Plans can solve respondents' problems in shopping and donating online. The Embrace Indonesia

business model canvas has been verified because it already has a product-market fit, has verified customers and how to reach them, and has the ability to generate profits. The Embrace Indonesia platform has met the usability aspect and is considered very feasible to use because it already has aspects of Usefulness, Ease of use, Ease of learning, and satisfaction.

Recommendations

One of the effective ways that Embrace Indonesia can do this is by utilizing a creative business platform to attract business actors in an effort to create a stable post-pandemic business ecosystem. This is certainly an opportunity for Embrace Indonesia to be present as a platform with the same vision. The collaboration is in the form of a creative economy development program for MSMEs or other business actors in an effort to become creativepreneurs for existence in the market. Apart from that, the concept of donation is also in the form of crowdfunding, the allocation of which is divided into several categories with the main priority for NGOs working in the health, economic and social sectors. Future research is expected to be able to conduct further research on partners such as NGOs and creative industry activists to get a more comprehensive perspective on the ideal cooperation system and business model for Embrace Indonesia. In addition, Embrace Indonesia was also formed with a business model that is adaptive to pasca pandemic conditions, one of which is by collaborating with several ministries in Indonesia. Similar research is expected to use BMC corrections, namely considering the use of Substitution, Augmentation, Modification, and Redefinition (SAMR) so as to provide nuance for users to be more motivated to donate and be able to make this platform relevant to any changes in conditions in the future.

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