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**SPASI ARTISTIK INTERAKTIF UNTUK ANAK (SAIA): CREATIVE BUSINESS MODEL  
PROPOSAL FOR CHILDREN'S INTERACTIVE ART SPACE AND ART THERAPY**

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**Abstract**— Plato, the Greek philosopher once opined that "Art is supposed to be part of basic education or should be the foundation of education, because art, to a certain extent, it forms our personality sharpen the mind and character." This indicates that art has a very strong influence in the formation of human character, especially if introduced in early stage. On one hand, Art is also considered as an effective mental health treatment. In psychotherapy often used as an expressive medium to help clients communicate, cope stress and explore more in various personality aspects. Art therapy may eventually be an option for children with special needs. The need for a location that serves as a children's art community and the availability of art therapy in Indonesia seen quite possible. This thesis is to focus on the proposal / initiation of a creative social business model that has Value Proposition as a Children's Interactive Art Space and Art Therapy called Spasi Artistik Interaktif untuk Anak (SAIA). For limited source of information, the analysis be done by benchmarking against some overseas locations that have the same vision and mission as well as analyzing the needs of the external environment in Indonesia through interviews with experts and literature study. It resulted in how Children's Art Space and Art Therapy can be a very promising field to be implemented in Indonesia and a well-strategic plan is needed to overcome its weaknesses of lacking in initial capital and art therapist resources. Solution is generated by using Business Model Canvas to create a creative business model proposal that suits with the need and environment in Indonesia. With parents and children and/or children with special needs as the main Customer Segment, SAIA has three main Key Activities which are Art Space, Art Therapy and ArtCubator. Using Lovemarks style of Customer Relationship, Revenue Streams is generated from classes, workshops, art therapy and lease of space. Physical, human and financial as SAIA's Key Resources; and partnership with numerous organizations, companies, medias, foundation related with children, art, social and education. Implementation of the business model will be placed on the consolidation of all aspects in the Business Model Canvas into 18 month development process strategy which include a series of program like DSUSFellowship, Stack Them Up and Spread The News.

*Keywords:* business models, art space, art therapy, children, children with special needs.

## 1. Introduction

People with disabilities begun to gain more attention since the inauguration of *Undang-Undang Republik Indonesia Nomor 19 Tahun 2011 Tentang Pengesahan Convention On The Right of Persons With Disabilities*. With the proliferation of therapy location and education for children with special needs also adds breadth of hope for them to interact and join the community. From a series of widely used therapies, Art Therapy is one alternative that could be an option.

When it comes to art, the study proposed by Ellen Winner and Lois Hetland from The Harvard Graduate School of Education stated that "Students who study the arts seriously are taught to see better, to envision, to persist, to be playful and learn from mistakes, to make critical judgments and justify such judgments." (nytimes.com, 2007). It shows that art becomes an essential in the formation of early human character.

Art space is a place with art exposure, in which Indonesia has only places focusing on adult and artists. Children in general often get exposure only from regular art activities such as in school and art courses. Combining the functions of art as an educational ground, community center and art as a therapy can be a great opportunity for the development of social skill, psychotherapy and cognitive-behavioral therapy for children with special needs as well as children in general.

These makes the background of the author to enter the field of social entrepreneurship by developing a business concept that is engaged in Children's Art Space and Art Therapy by the name of *Spasi Artistik Interaktif untuk Anak* (SAIA). By using Coram (UK's first children charity) and Children's Museum of The Art (CMA) in New York as model of organizations engaged in social issue, art space and art therapy; this final project report is intended to further strengthen the creative business model in terms of the value proposition, market strength and strategy.

When compared to Children's Museum of The Arts (CMA) and Coram, the concept of *Spasi Artistik Anak untuk Indonesia* (SAIA) is relatively new in Indonesia. and came up several considerations such as:

- Are the **Value Proposition and Advantages** offered by SAIA strong enough to be a solution in development of children's art space and art therapy for both children in general and children with special needs?
- Can **Art Therapy in Indonesia** applicable and has a good future prospects?
- Can SAIA become a self-sustained creative **Social Business**?

The combination between three considerations above creates a business issues limitation for SAIA that is :

**How To Create *Spasi Artistik Interaktif untuk Anak* (SAIA) as a Creative Social Business Model?**

**2. Business Issue Exploration**

In this thesis, the basic rationale refers to the availability of art space for children and diversification alternative art therapy for children with special needs, in which translated in the creation of new business model. Following is the conceptual framework adapted from Business Model Planning (BMP) Framework from Business Model Renewal book written by Linda Gorchels. (2012)

A. *Conceptual Framework*

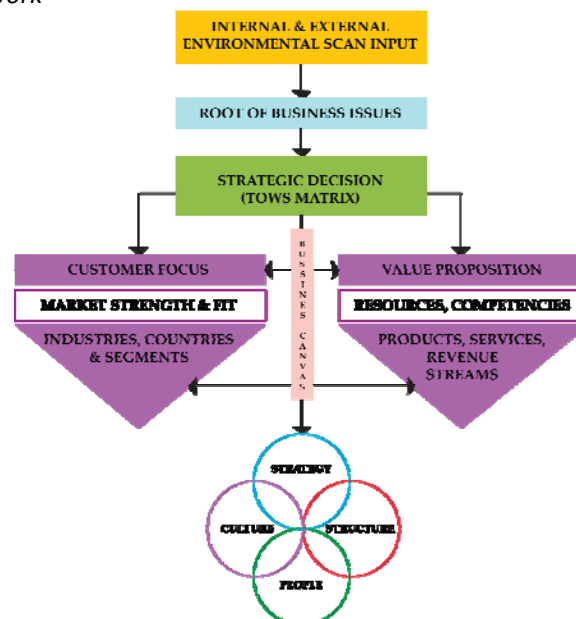


Figure 1. Conceptual Framework

### B. Method of Data Collection and Analysis

In the forming of this thesis, writer used descriptive research methodology using qualitative data which obtained by the following sources:

**Library research** through journals and related books such as:

- Building Social Business by Muhammad Yunus.  
Taking the understanding of Social Business terminology to then be implemented in one of Key Activities.
- Business Model Generation by Alexander Osterwalder.  
Taking the proven module of Business Model Canvas which then used as a problem-solving strategy on the existing business issue.
- Business Model Renewal by Linda Gorchels.  
Taking the concept of its Business Model Framework and Technology, Industry, Market, Environment (TIME) module to explore and analyze the business external environment.
- Strategic Management and Business Policy by Thomas L. Wheelen.  
Taking the concept of Strength, Weakness, Opportunity, Threat (SWOT) Matrix, TOWS Matrix to explore, analyze the business internal environment and finding business solution alternatives.

**Field research** through site review and interview process with relevant parties such as:

- Children's Museum of The Art (CMA) site review in [www.cmany.org](http://www.cmany.org)
- Coram site review in [www.coram.org](http://www.coram.org)  
Both CMA and Coram are used as foreign benchmarking source in term of similarity in vision, mission, services and activities to then be implemented in current business value proposition and key activities strategy.
- Interview with Mutia Ribowo, Indonesian Art Therapist from Art.I
- Interview with Dian Natalina, Indonesian Music Therapist from Institut Musik Daya (IMD)
- Interview with Emilita Cornain, an Australian registered psychologist, candidate for doctor psychology (clinical).  
Mutia Ribowo, Dian Natalina and Emilita Cornain are three expert sources in their specialty. The interview result are used as a qualitative data to answer the current condition of Art Therapy, Music Therapy and Children with Special Needs in both Indonesia and foreign countries in which become one of the business value proposition.
- Interview with Kholid Abdillah, Executive Manager of *Yayasan Cinta Harapan Indonesia* (YCHI)  
As one of foundation that is engaged in free therapy service, an interview with Kholid Abdillah can help answer the condition of children with special needs from the underprivileged family in Indonesia.
- Other supporting sites  
Taking few required sources from children, art, social, media, marketing, business, strategy to general news and information websites as supporting data.

### C. Analysis of Business Situation

In reference with conceptual framework, the following business situation analysis will cover internal, external environmental scan as well as mission, values, culture, capabilities and vision from *Spasi Artistik Interaktif untuk Anak (SAIA)*.

- **Art Space**  
Art space as a functional center with a specific remit to encourage arts practice and to provide facilities such as theatre space, gallery space, venues for musical performance, workshop areas, educational facilities, technical equipment.
- **Art Therapy**  
Art is considered as an effective mental health treatment. In psychotherapy, art is used as an expressive medium to help client communicate, cope stress and explore more in various personality aspects. The British Association of Art Therapists in its website mentioned that, "Art Therapy is a form of psychotherapy that uses art media as its primary mode of communication" (baat.org, 2011)

- **Children with Special Needs**

Children with special needs is the child with special characteristics that are different from children in general without necessarily indicate the inability of mental, emotional or physical.

- **Social Business**

Muhammad Yunus in his book Building Social Business defined that "A social business is outside the profit-seeking world. Its goal is to solve social problem by using business methods, including the creation and sale of products or services." (Yunus,2010: 1)

- **External Environment Scanning**

Start by TIME acronym figure in Business Model Renewal book, using a combination of factual data and institution to arrive at broad ideas shown in the following figure:

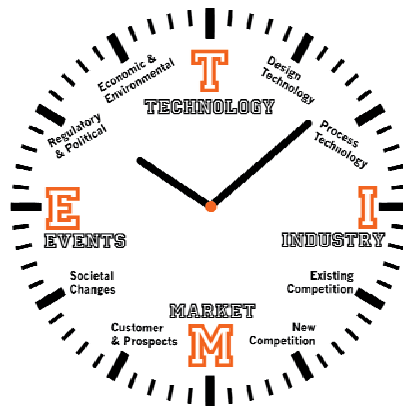


Figure 2. TIME Figure for Environmental Scanning

### *Technology*

Technology trends can provide opportunities for organizations to improve operational efficiency, create new products, or interact more effectively with customer.

- **Digital Marketing Information and Social Media**

The existence of increasingly digital era allows consumers to easily interact and gain information in which become a great opportunity to use in term of marketing and customer relationship such as the use of website, mobile applications and social media.

- **Interactive Media**

The rapid growth of interactive media technology to create an experience both in terms of entertainment and education is now more widely used and known.

### *Industry*

An industry is a group of firms that sell similar products or services to essentially the same market. Every industry is composed of buyers suppliers, and competitors. The industry analysis consist of several aspects:

- **Art Space**

There are over hundreds of art space spread across Indonesia ranging from a local and small scale to high-end and international scoop of audience.

- **Children's Playground**

This point contains commonly visited children's playground in major cities (such as Jakarta) in which can be considered as threat of substitute places such as outdoor playground and indoor playground.

- **Art Class and Courses**

Regular art classes in school and independent art course (painting, pottery, dance and music) are spread anywhere. One of the well-known art courses in Indonesia is Global Art that has over 73 franchises spread all over Indonesia

- **Therapy Places**

There are up to 100 schools and more (including inclusive school) for children with special needs (especially for Autism) in Jakarta Bogor Tangerang Bekasi (Jabodetabek) area.

- **Art Therapy in Indonesia**

In Indonesia some art therapist held their own private session, in which any data and total number is unknown. There is no art therapy education in Indonesia therefore it must be taken abroad. It affects the availability of art therapist and possible cost incurred in hiring them.

**Market**

The market refers to the existing and prospective customers and takes the analysis of the buyer from the industry analysis a bit deeper.

- **Media Consumption and Decision Maker**

Children nowadays have more exposure with media and more likely to make their own decision, in which also affect their behavior towards parents and vice versa.

- **Art as a Growing Market**

*Spasi Artistik Interaktif untuk Anak (SAIA)* is aiming mass and niche market. Living in a big urban cities with middle-up economic status and well-educated because art is more likely to be appreciated by educated people.

- **Children with Special Needs in Indonesia**

The number of children with special needs in Indonesia recorded at 1,544,184 children where 330,764 children (21,42%) were in the age range 5-18 years. Only 85,737 children with special needs who attend school which left 245,027 children that have not been educated either in special school or inclusion.

**Events**

As an infamous 'miscellaneous' or 'other' category, this section includes political, economic, environmental, legal, and other factors that could influence the success of a long-term strategy.

- **Laws & Regulations Towards Children with Special Needs** On December 13, 2006 the General Assembly of the United Nations has issued Resolution No. A/61/106 on the Convention on the Rights of Persons with Disabilities.

- **Government Assurance Towards Children with Special Needs.**

Indonesian government allocated IDR 84,3 billion outstanding for children with special needs in elementary, junior high and high school education. They will also provide assistance to children who have family members with special needs, but the amount has not been determined.

- **Ministry and Organizations**

Indonesia has many organizations that are engaged in children, children with special needs, health, art and creativity. It indicates that these areas are very well supported.

- **Internal Environmental Scanning**

By looking within the current condition of social business concept, internal strategic factors in form of critical strength and weakness can be found. Analysis using SWOT, an acronym used to describe the particular Strength, Weakness, Opportunity, and Threat can identify further distinctive competencies.

TABLE I. SWOT ANALYSIS OF SAIA'S CURRENT CONDITIONS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Unconventional and new concept of Unique Selling Proposition as a Children's Art Space and Art Therapy, which can be very promising.</li> <li>• Availability of human resources and technology to put the concept into</li> </ul>	<ul style="list-style-type: none"> <li>• No start-up capital and business location.</li> <li>• Minimum art therapist can be found in Indonesia</li> <li>• The social business concept requires a very precise strategy to survive.</li> </ul>

realization.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Government support towards children with special needs, entrepreneur, and creative industry is substantially high.</li> <li>• Art and children are two wide area of subjects which have lots of potential and exposure.</li> </ul>	<ul style="list-style-type: none"> <li>• Not head-to-head business such as others playing ground for children can be a tough competitors.</li> <li>• Public mindset towards art and art therapy is considerably low and need further awareness.</li> </ul>

### **Feasibility Studies**

An evaluation of the potential of the proposed project can be drawn to give full comfort to the decision making process.

- **Technical**

Technical aspects required in the initial development process which includes the physical building and interactive activities. Design plays an important role in order to maximize the potential of the building space and functional areas. In terms of human, availability of human resources in Indonesia is insufficient, especially with the development of aspects of design and technology. Two examples of touchscreen and Kinect technologies that have been used are animated money falling in the Museum of Bank Indonesia and interactive touchscreen at the Museum of Geology as shown below:

- **Legal**

Legal aspect regarding in business permits, including the Art Therapy. Based on the experience of Mutia Ribowo, an Indonesian Art Therapist, this kind of field license does not already exist in both Department of Labour and Department of Social Services so it is still possible to become an independent field, even a pioneer. The name *Spasi Artistik Interaktif untuk Anak (SAIA)* is still available for registration as a brand in the Directorate General of Intellectual Property Rights in Indonesia.

- **Marketing**

Referring to consumer segmentation and habits, the concept is targeting the upper middle class with a high educational level as art and art therapy subject have a high awareness among them. Location of Jakarta and Bandung are the two major growing urban cities so considered suitable as a business location. The first test run can be done by spreading awareness through elementary schools, then followed with a mass and targeted marketing through websites and social media.

- **Resource**

Fundamental requirement in the resource feasibility lies in the availability of Art Therapists. To date there are no data on the number of art therapists (including visual art therapist, music therapist and a dance and movement therapist) in Indonesia because of the lack of educational field and association of Art Therapist. On one hand, the number of art and creativity experts in Indonesia increased more and more and thus can be used as resources in the development phase as well as part of key activities programs in SAIA.

- **Cultural**

The concept of Children's Interactive Art Space and Art Therapy possessed a high Unique Selling Proposition (USP). The impact that will affect the community culture that is it can create new habits for families to be able to play in a quality time together in a children's art space. Children who now turned into the decision maker should be accompanied by responsive parents and willing to accept such culture change. Because the concept is the location or art space where children and families can freely gain access to an arts activities and event, is not likely to create a generation of more art conscious and can also extend some good opportunities in the field of arts, creativity and children.

When the activity of SAIA has reached the stage of growth, there are plans to enter the middle low class segmentation which can then affect other aspects of culture. The main impact is the awareness

of the art in which is not something that is a primary or important for them. There are possibility that they may receive and are able to adapt or even reject. Should also be noted that the conditions of poverty that exist in Indonesia is the result of a system. With so many independent social organizations that targeted the needs of the poor indicates that this area still has good prospects.

- Financial

In terms of financial, this concept requires a substantial amount of fund. Starting from the early stages of development process in the form of a physical building, revamping the space, the search for human resources, technology implementation, to the marketing aspect estimated to cost around 500 million rupiahs. Should begin by making details of the funding requirements and strategies to obtain funding, for this concept is not supported by initial capital. Strategic sourcing of funds can be done with a variety of interesting ways such as crowd funding or joint programs with various organizations with different benefits.

**Root of Business Issues**

From the external and internal environment analysis above, several conclusions can be drawn as the root of business issues as follow:

- How to find the start-up capital?
- How to fulfill the need of art therapist in which the condition is not allowed to happen in Indonesia?
- How to gain a public awareness upon art therapy?
- How can the value of SAIA as a children's art therapy be beneficially important to its target audience? How can SAIA be different from other children's playground?
- How to implement the social business concept in Indonesia and make it different from non-profit organization or foundation?

These following root of business issues will be analyzed and discussed in the next chapter.

**3. Business Solution**

These root of business issues can be formulated into a single line that is:

*Spasi Artistik Interaktif untuk Anak (SAIA)* : Creative Business Model Initiation for Children's Interactive Art Space and Art Therapy.

*D. Alternative of Business Solution*

Strategic alternatives is generated using TOWS Matrix. It illustrates how the external opportunities and threats facing a particular cooperation can be matched with *Spasi Artistik Interaktif untuk Anak (SAIA)* 's current internal strength and weaknesses to result in four sets of possible strategic alternatives.

TABLE II. TOWS MATRIX OF SAIA

	STRENGTHS	WEAKNESSES
	1. Unconventional and new concept of Unique Selling Proposition as a Children's Art Space and Art Therapy, which can be very promising.  2. Availability of human resources and technology to put the concept into realization.	1. No start-up capital and business location.  2. Minimum art therapist can be found in Indonesia.  3. The creative social business concept requires a very precise strategy to survive.
OPPORTUNITIES	SO STRATEGY	WO STRATEGY
1. Government support towards children with special	Create a comprehensive creative business model of	Find the major capital and resources needed by

needs, entrepreneur, and creative industry is substantially high.  2. Art and children are two wide area of subjects which have lots of potential and exposure.	<i>Spasi Artistik Interaktif untuk Anak (SAIA).</i>	creating a funding & resources campaign program.
<b>THREATS</b>	<b>ST STRATEGY</b>	<b>WT STRATEGY</b>
1. Not head-to-head business such as others playing ground for children can be a tough competitors.  2. Public mindset towards art and art therapy is considerably low and need further awareness.	Create a first stage of awareness of social business concept by emphasizing in art and art therapy.	Join venture with other well-known children's playing ground or foreign licensing agreement.

*E. Analysis of Business Solution*

Based on TOWS Matrix in Business Solution Alternative sub-chapter above, the analysis will be based on current situation and only focusing in one major strategies that are:

SO Strategy : Create a comprehensive creative business model of *Spasi Artistik Interaktif untuk Anak (SAIA)*.

SO Strategy will be based on Business Model Generation module by Alexander Osterwalder. Business Model Canvas is a module popularized by Alexander Osterwalder (2012) in his Business Model Generation book.

**Customer Segment**

The Customer Segments Building Blocks defines the different groups of people or organizations an enterprise aims to reach and serve.

SAIA's Primary Customer are parents with children and/ or with special needs children. SAIA is intended for both parents and children to have a physical interaction together. Childhood is a time for play and absorb any information as well as become an early educational stage. A study has been conducted by Dr. Pooja Tandon (2012), a pediatrician from the University of Washington, Seattle in interviews with parents involving nearly 9,000 children. Less than 50% of mothers and only 25% of fathers said they had asked their children for a walk or play at least once a day.<sup>1</sup> The balance between study time at school is best combined with activities sharpen creativity, character and mental like art. Added with fact that children nowadays have more exposure with media and more likely to make their own decision emphasizes their position as a thriving field. Primary customer segmentation can be divided by three aspects:

- Geographic Segmentation: Lives in a big urban cities, preferably Jakarta and/ or Bandung. Located in the heart of the city with strategic access to numerous business, entertainment and educational location.
- Psychographic Segmentation: Female and male parents with age ranging from 25-55 years old. Graduate degree or more educational background and middle-up economic status with



minimum income of ± IDR 3,000,000,- per month. Having children and/ or children with special needs ranging from age 3 - 13.

- Behavioral Segmentation: Family oriented with high interest in art and awareness of its importance as one of basic educational supporting subjects. Information literacy, open to technology and change, and routinely collect information through various media, preferably digital. Below is the illustrative overview of SAIA's customer segment:

### **Value Proposition**

The Value Proposition Building Block describes the bundle of products and services that create value for a specific Customer Segment. It is the reason why customers turn to one company over another and it solves customer problem of satisfies needs.

SAIA is using Coram and Children's Museum of The Arts (CMA) as benchmarking. Each Coram and CMA has a different value proposition and advantages. SAIA is an art facility for children that provides inspirations through various art activities and making children with special needs feel much better with the help of art therapy. With motto 'An Art a Day Makes You Better Everyday', therefore the Value Proposition for SAIA can be concluded as :

#### **Children's Art Space and Art Therapy**

### **Channels**

The Channels Building Block describes how a company communicates with and reaches its Customer Segments to deliver a Value Proposition. Channels are customer touch points that play an important role in the customer experience. Customers can get benefit of what SAIA has to offer in two different approaches:

- Experience

This part is the major channel for SAIA. Located in a comfortable and quite place such as Bukit Dago Pakar area in Bandung, SAIA has its own building facilities in which will be used as an art space and art therapy place.

- Information

All activities information will be concentrated in a website. It includes all information from various services, agenda to registration. The use of important social media such as Twitter, Facebook and Flickr will be used as a two way communication.

### **Customer Relationships**

The Customer Relationships Building Block describes the types of relationships a company establishes with specific Customer Segments. To maintain the relationship with customer, SAIA uses Lovemarks strategy conceived by Kevin Roberts CEO of international advertising agency Saatchi & Saatchi in which combine Mystery, Sensuality and Intimacy.

### **Revenue Streams**

The Revenue Streams Building Block represents the cash a company generates from each Customer Segment. SAIA will positioned itself as a self-sustained creative social business then it has different source of revenue that are:

- Classes and Workshops

SAIA embraces and invites creative practitioners to share their knowledge and also make a contribution through classes and workshops for children and family.

- Art Therapy

Dedicated to children with special needs (and Elderly as tangential customer), the Art Therapy session usually last for one to one and a half hour. Parents can choose between Visual Art Therapy, Music Therapy or within a group therapy in Dance & Movement Therapy and pay for the service.

- Membership

Becoming a member in SAIA entitles many exciting benefit for both children and parents. Namely unlimited admission, discount on workshops and art shop, and invitation to a member-only event.

- Lease

The functional spaces and area in SAIA can be leased for exhibition and any other events purposes.

- Art Shop

The shop will be a place for local children designers to showcase and sell their design.

### **Key Resources**

The Key Resources Building Block describes the most important assets required to make a business model work. For the first stage of developing the creative social business of SAIA, it needs 3 important aspects under the following descriptions:

- Physical

Essentially, one of the highlighted aspect from SAIA is a community center for children in form of children's interactive art space. Therefore it needs a physical building located in  $\pm$  1,5 Ha of comfortable and quiet area with good surrounding and easy accessibility.

- Human

Important human aspects in the development of SAIA's early stage consist of Creative Team (Architect, Interior Designer, Product Designer, Visual Communication Designer, Program Director) and Practitioners (Therapist, Psychologist).

- Financial

Financial aspect is one of the major requirements for the development of this idea and can be divided into 2 phases:

- Initial Capital

Initial capital is the starting funding which can be obtained from various channels such as investors, donors sponsors or through crowd funding. In SWOT analysis on Chapter III, initial capital is one of SAIA's biggest current weakness. A strategy is needed to collect and get the specific amount of capital in any form (money, resources) and will be explain in Chapter IV.

- Survival Capital

Survival capital is the revenue streams. Aside from the revenue streams explanation above, numbers of cooperative synergism with numerous brands, organizations, or other enterprises whose having the same and/or similar vision can also be a solution for survival capital aspect.

### **Key Activities**

Key Activities Building Block describes the most important things a company must do to make its business model work. The key activities for SAIA focus on 3 major activities:

- Art Space

SAIA serves as a community ground for children and parents to be able to have fun together in an art activity. The series of events presented in the SAIA include:

- Give-a-Share : A routine, cost-free activity scheduled for each week in which a number of speakers come and share the knowledge about the world of art, creativity of various aspects and tailored to the needs of the children. Some organizations that have activities like this are Akademi Berbagi (local) and TEDx as shown below.
- Workshop and Classes : An activity that can be followed by children and parents with the goal of presenting a family activity together. A unique theme can be used to draw attention and gain awareness, for example: 'Ship Shape' Workshop: Create Your Favorite Animal Using Many Shapes. This activity can be followed both members and non-members.

- Art Therapy

Art Therapy herein is divided into three core subjects: Visual Art Therapy, Music Therapy and Dance & Movement Therapy with a focus on children with special needs. It is also possible to conduct group therapy for the elderly although not included in the primary customer segment.

- ArtCubator

This is the implementation of social business strategy where numerous of underprivileged children and family will be gather to gain knowledge, guidance from numerous Art-preneurs and Design-

preneurs in Indonesia. This program will run after SAIA finally enters the growth stage. The aim for this incubator-like program is to provide knowledge intake for them to be used as their option of income. Figure below shows how ArtCubator works:

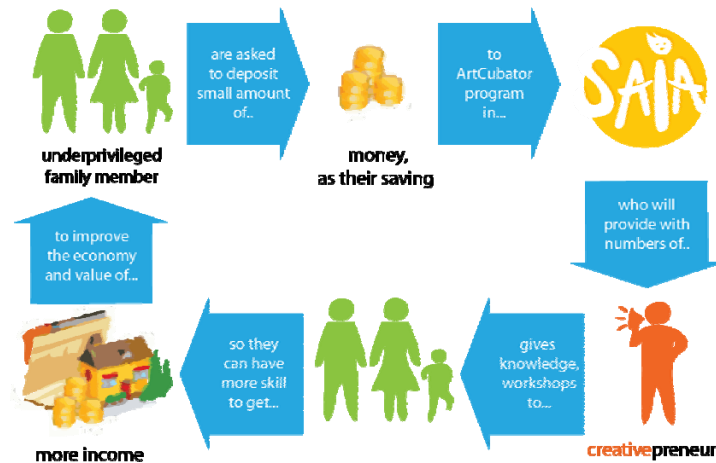


Figure 3. The Concept of ArtCubator

### Key Partnerships

Key Partnerships Building Block describes the network of suppliers and partners that make the business model work. The key partnerships for SAIA would be divided into educational institute, media and brand/ organizations which related to children and art. From the socialization, awareness process, to mutually beneficial cooperation. Customers are also our biggest key partnerships because they can create word of mouth for SAIA.

### Cost Structure

The Cost Structure describes all costs incurred to operate a business model. As a children's interactive art space and art therapy, the cost structure for SAIA emphasizing by value driven. Key activities that accentuate on the service value and any other fixed cost such as employee salary and maintenance.

## 4. Conclusion and Implementation Plan

The alignment of strategy, structure, culture, and people establishes the framework of the business model. Strategy is a decision on allocating the resources to pursue the goal. Structure arranges of and relations between the parts or elements according to a plan, give a pattern to the strategy. People determines the need of human resources involved in the implementation of a strategy, while culture is more like a behaviors and value that contribute to the unique social and psychological environment of the organization.

In the previous Chapter III explained about SAIA's Business Model Canvas. It has a few short-term goal in Key Resources that needed an immediate attention and implementation strategy to be able to start:

- Initial capital for the starting funding.
- Human resources, and
- Awareness strategy.

Below is the timeline for the first development strategy of SAIA within 18 months duration which consist of four aspects of strategy, structure, people and culture:

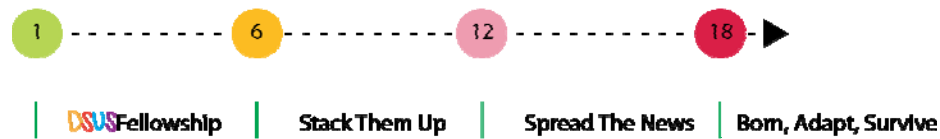


Figure 4. Implementation Timeline

### **DSUS Fellowship**

Within the first 6 months of early development stage, DSUS Fellowship is a way of finding the initial capital. As an abbreviation of *Dari Saya Untuk SAIA*, DSUS Fellowship is a name for numbers of investors, donors sponsors, ventures, companies whose vision and mission equal or similar with the one *Spasi Artistik Interaktif untuk Anak* (SAIA) has. Cooperation can be done in two forms that are:

- Cash funding
- Physical Contribution

DSUS Fellowship is also a way to embrace people, community and ask them to feel the ownership of something valuable for the future. SAIA is using crowd funding strategy to gain the capital funding. Crowd funding describes the collective effort of individuals who network and pool their money to support efforts initiated by other people or organizations who have the same vision and mission.

On the first stage, SAIA targets investors, foundations and well-established entrepreneurs to be part of DSUS Fellowship. By using the author's figure as the initiator for this project, this strategy of building a non-profit organization in form of children's interactive art space and art therapy purely relies on trust. SAIA is finding a synergic cooperation with partners because according to the rule of social business, it has to be self-sustained in which also create a good, healthy company habit and culture.

The characteristic of investors, foundation and well-established entrepreneurs are required to come from middle-up environment whose having a high awareness and concern upon art, children, social, creativity and education. Several targets including:

- Leaders and Entrepreneurs such as Jakoeb Oetama, Ciputra, Sandiaga Uno.
- Associations such as Ikatan Alumni ITB.
- Foundations such as Mien R. Uno Foundation, The Habibie Center.
- Organizations such as *Kementrian Pariwisata dan Ekonomi Kreatif*, British Council, US Embassy.
- Companies such as Coca Cola, Unilever, Holcim, Faber-Castell.
- Media such as Femina Group, Kompas Group.

Below is a start campaign for DSUS Fellowship, a teaser to trigger first awareness in order to create a curiosity. As explained in Lovemarks in Chapter III, SAIA takes an essence from 'Mystery' to give a space for people to ask question and learn more.

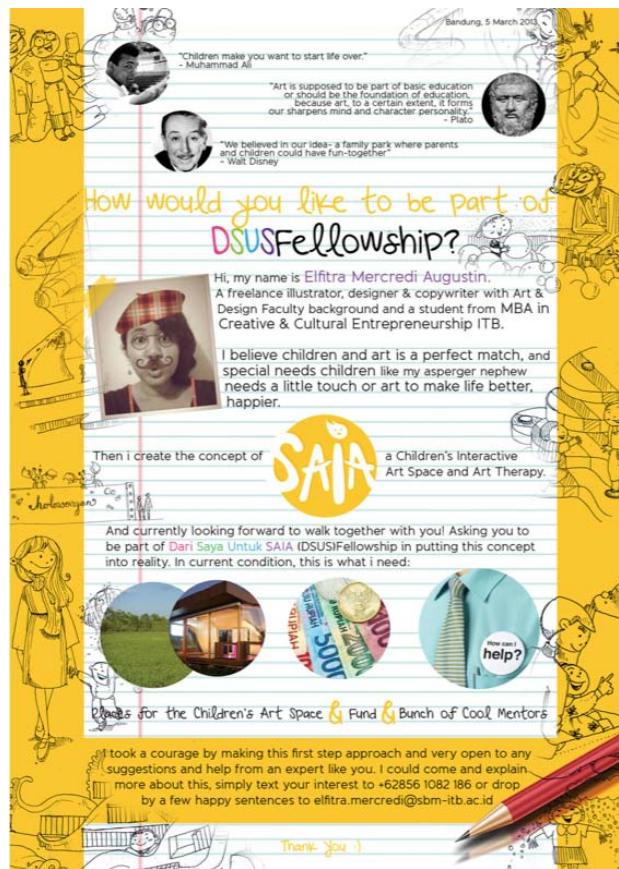


Figure 5. First Stage of Teaser Campaign for DSUS Fellowship

DSUS Fellowship offering a creative form of trade off for investors. Aside from refund within certain period, there are what called 'DSUS Fellowship Wall of Awakening' where logo of those whose participate in DSUS Fellowship will be displayed in the entrance wall of SAIA's building. This is a way of showing people that those are numerous organizations that contribute to the development of the future of children. Below is the illustration of DSUS Fellowship Wall of Awakening:



Figure 6. DSUS Fellowship Wall of Awakening

### **Stack Them Up**

Starting from the 6<sup>th</sup> month to 12<sup>th</sup>, Stack Them Up is a naming for building and resources collective process after DSUS Fellowship phase has reached its goal. This phase will be divided into four parallel categories:

- Physical

This stage is where architect, interior designers, product designers put their name to the test by designing and developing the physical building of SAIA.

- Human Resources

One of the most important human resources for SAIA are Art Therapist, Music Therapist and Dance & Movement Therapist. In the absence of Art Therapy major in Indonesia and only a few Music Therapist and Dance & Movement Therapist, therefore the searching strategy has to expand by overseas cooperation. Approaching foreign embassy representation in Indonesia and numerous universities abroad which have the Art Therapy major can be a great collaboration by providing the employment for art therapist, music therapist as well as dance & movement therapist to practice their knowledge in countries other than theirs.

- Legal

The legal aspect consist of brand registration and all legal affairs in the creation of an enterprise. SAIA will register itself as a foundation.

- Program

Starts from spreading the awareness of SAIA, collecting database, approaching speakers, open registration opportunities, to creating monthly workshops and events.

### **Spread The News**

After the Stack Them Up process reaches its goal, Spread The News phase will start around the 12<sup>th</sup> month. This term is an official launch process of SAIA to public eye through two different channels:

- School to School : Promoting the children's interactive art space and art therapy to numerous schools.
- Digital Media : Focusing only on website, blog, Facebook, Twitter and Flickr to share and gather information and inputs.

Starting from the intention of making a family activity based place, the concept of *Spasi Artistik Interaktif untuk Anak* (SAIA) is made. A place where children and family can get an access to the creative tools to promote self-expression and esteem, a community ground where education, knowledge and information about art and creativity are free to share, and a happy place for children with special needs to get better with the help of art.

External environment in Indonesia is highly supportive for this creative business concept. Good environment, high opportunity, unique value proposition that make a bright and promising tomorrow for SAIA.

Within the presence of some weaknesses in SAIA's current internal environment condition, an accurate and precise strategy is made to combine those weaknesses and opportunities with a touch of strengths. SAIA is ready to take a step further from a business model canvas to a business worth to try.

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