CHAPTER II

FORMATION OF BUSINESS IDEAS

2.1 Business Idea Validation

Business idea validation is the process of evaluating whether a business concept addresses a real market need and has the potential to be sustainable and profitable (Cote, 2020). Validation plays a critical role in minimizing business risk and ensuring that the proposed solution aligns with actual user problems rather than assumptions.

2.1.1 Business Idea Development Flow

The initial idea for PetoBowl emerged from observing the increasing number of cat and dog owners in Indonesia, alongside growing awareness of pet health and nutrition. At the same time, social media has amplified trends in which pet owners prepare elaborate, human-inspired meals, such as hot pot, casseroles, and dumplings, for their pets. However, this trend is accompanied by widespread misinformation on social media regarding pet feeding practices, including unbalanced homemade diets and improper portioning. These developments highlight the need for a structured and accessible platform that can guide pet owners in making informed feeding decisions.

To develop and validate the business idea, the Human-Centered Design (HCD) methodology was implemented. Human-Centered Design is an approach that prioritizes users' needs, behaviors, and experiences throughout the problem-solving process. The HCD framework generally consists of three main phases: Inspiration, Ideation, and Implementation (IDEO, 2015). This methodology ensures that solutions are grounded in real user insights and refined through iterative feedback.

During the Inspiration phase, data collection was conducted through multiple in-depth informal interviews with cat and dog owners in Jakarta and Tangerang, as well as one formal validation interview with a practicing veterinarian. The purpose of these interviews was to holistically understand

feeding habits, decision-making processes, emotional considerations, and nutritional challenges faced by pet owners.

Figure 2.1 Interview Documentation with Johannes

At the early stage, the team aimed to validate the idea of developing a homemade pet recipe application. However, interviews revealed that most respondents do not regularly cook for their pets. One male respondent mentioned only cooking once every two weeks due to time constraints. Another 29-year-old male respondent prefers kibble because it is practical and finds cooking inconvenient. Johannes purchases ready-made raw food instead of preparing it himself due to safety concerns. Ibu Ratni and Tante Ilham rely fully on kibble to avoid triggering allergies or to support diet programs. This pattern indicated that a recipe-focused application alone would not sufficiently address the primary needs of the majority of users.

Following this insight, the team iterated and shifted the interview focus to explore deeper nutritional pain points. The second round of discussions revealed that owners are more concerned about understanding ingredients, nutritional composition, and portion accuracy. Cynthia expressed fear regarding counterfeit pet food and misleading ingredient claims. Michelle questioned whether “meat as the first ingredient” truly reflects quality or hides fillers. One 29-year-old respondent at a pet event suggested a barcode scanning

feature to simplify ingredient checking. The Pet Kingdom staff member emphasized the importance of ingredient order, while William conducts journal research to ensure his dog's diet is appropriate. These insights demonstrated a strong demand for accessible, trustworthy nutritional interpretation rather than just recipe suggestions.

Figure 2.2 Interview Documentation with Cynthia and Nox

Health-related complexity also emerged as a major theme. Several pets had medical conditions requiring dietary control: FLUTD (urinary issues) in cats, chicken allergies in Pompi (Pug) and Kiko (Labrador), multi-protein allergies in Johannes' dog, FIP history in Michelle's cat, obesity in Nox, digestive sensitivity in one of the Pet Kingdom staff's cats, and liver disease previously experienced by Shany's dog. These cases illustrate that dietary decisions often become structured only after health complications arise, highlighting the need for preventive nutritional guidance.

Interview results with Dr. Hani, a practicing veterinarian, supported these findings. She emphasized that homemade diets frequently lack balanced macronutrient and mineral composition when not supervised by certified nutritionists. Risks include excessive protein intake, improper mineral ratios affecting kidney health, and bacterial contamination in raw diets. She stressed that feeding guidance must include clear portion calculations and scientifically

grounded nutritional principles. This expert validation confirmed that a recipe-only solution would be insufficient without structured nutritional guidance.

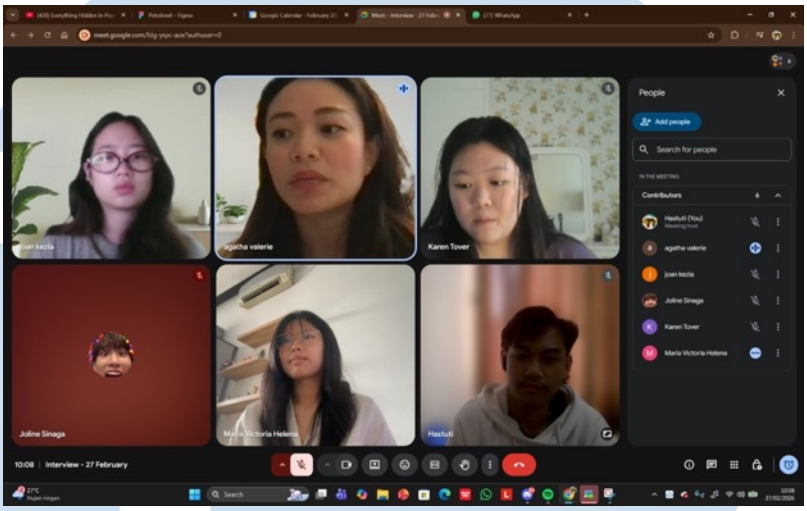

Figure 2.3 Interview Documentation with Valerie

Expert validation from Valerie, a Jakarta-based pet nutritionist, provided additional professional insight that significantly influenced the development of the business concept. She emphasized that balanced nutrition for dogs and cats fundamentally relies on dietary variation and exposure to diverse ingredients, as animals require six core nutritional components: protein, fat, carbohydrates, vitamins, minerals, and water. While factors such as age, activity level, body condition score, and breed do influence dietary needs, she explained that these variables primarily affect portion sizes and energy requirements, rather than fundamentally changing the types of nutrients required by healthy animals. More significant dietary modifications are typically necessary only when pets develop specific medical conditions.

Valerie also highlighted the importance of behavioral observation as an indicator of pet health. Changes in energy levels, appetite, vomiting frequency, or unusual lethargy often signal underlying health issues and may indicate the need for veterinary consultation. Based on this insight, she recommended that digital tools designed to support pet health should not only monitor nutrition but also include a behavior tracking component, allowing

owners to observe patterns in activity levels and eating behavior that may reflect early signs of illness.

In addition, she emphasized that evaluating pet food labels requires careful interpretation rather than simplistic classification. Key indicators include the order of ingredients, which reflects the predominant components of the formula; the type and source of protein, particularly whether protein originates from animal or plant sources; and the type of preservatives used, such as natural antioxidants versus synthetic additives. However, she cautioned against categorizing foods as strictly "good" or "bad," recommending instead that digital tools provide educational explanations that help owners interpret ingredients while leaving the final decision to the user.

From a nutritional calculation perspective, Valerie also stressed that feeding recommendations should be grounded in established scientific frameworks, particularly the Resting Energy Requirement (RER) and Daily Energy Requirement (DER) formulas used to determine appropriate caloric intake based on factors such as weight, age, and activity level. She further suggested that nutritional tracking features focus primarily on key macronutrients, namely protein, fat, and carbohydrates, alongside caloric intake and moisture levels, as micronutrients are significantly more difficult to monitor accurately without laboratory analysis.

Based on the synthesis of user interviews and expert insights, three core problem clusters were identified:

1. Knowledge Gap: Pet owners rely on fragmented information from social media, influencers, breeders, and packaging labels without scientific validation.
2. Portioning Uncertainty: Many owners estimate serving sizes rather than calculating caloric requirements based on their pets' individual characteristics.
3. Medical and Allergy Complexity: Pets with obesity, urinary disorders, digestive sensitivities, or food allergies require personalized dietary adjustments that are difficult for owners to manage independently.

Therefore, the problem statement was refined as follows: pet owners lack an integrated, personalized, and trustworthy digital tool that translates nutritional knowledge into practical, measurable daily feeding guidance tailored to their pet's profile.

In response to this problem, the team defined PetoBowl's core product as a personalized pet nutrition decision-support application. While the platform includes multiple integrated features, namely Scan, Track, Plan, and Consult, the primary feature identified as the application's main value driver is the Scan feature, which enables users to instantly analyze pet food ingredients and evaluate nutritional suitability through barcode scanning.. The remaining features were strategically developed as supporting components designed to reinforce behavioral retention by helping users monitor dietary intake, implement feeding plans, and access professional veterinary or nutritional guidance when needed.

This strategic positioning also differentiates PetoBowl from general-purpose AI tools or search-based alternatives, such as manually photographing pet food labels and consulting external sources. Unlike generic information platforms, PetoBowl combines a localized pet food database, personalized pet profiles, and medically informed nutritional calculations to provide recommendations that are contextualized according to each pet's age, weight, health conditions, and dietary goals. Through this integrated approach, the application aims not only to provide information but also to support more confident, preventive, and informed feeding decisions among pet owners.

2.1.2 Business Idea Finalization

Based on the findings presented in Section 2.1.1, the team concluded that the initial concept of a homemade pet recipe application did not sufficiently address the primary needs identified during the Inspiration phase. Although some respondents occasionally prepare homemade meals, the majority rely on commercial kibble or ready-made raw food due to practicality, safety concerns, and time constraints. More critically, interviews revealed that the core challenges faced by pet owners are related to portion uncertainty,

ingredient transparency, and medical dietary complexity rather than access to recipes alone.

Through iterative discussion, expert consultation, and internal prioritization, the team finalized the business idea as PetoBowl, a mobile-based digital platform designed to support structured pet nutrition management through personalized calorie and nutrition calculation, ingredient interpretation, and health monitoring features. This refined concept directly responds to the three validated problem clusters: knowledge gaps, portioning uncertainty, and dietary management for pets with specific health conditions. Rather than functioning solely as an informational tool, PetoBowl was conceptualized as a nutrition decision-support system that assists pet owners in translating complex nutritional knowledge into practical and measurable daily feeding decisions.

A critical part of the finalization process involved identifying the application's core product and distinguishing it from its supporting features. While PetoBowl consists of four integrated features, the team determined that the Scan feature serves as the primary value driver and central differentiator of the platform. This feature allows users to instantly evaluate commercial pet food products through barcode scanning, providing ingredient interpretation, nutritional breakdowns, and personalized suitability assessments based on each pet's profile. By positioning nutritional interpretation as the application's core offering, PetoBowl addresses the most urgent and recurring uncertainty identified during user research: the inability of pet owners to confidently assess the quality and appropriateness of their pets' food. The remaining features were strategically developed as supporting systems designed to reinforce retention and long-term engagement. The Track feature enables users to monitor calorie intake, health indicators, and behavioral changes over time, while the Plan feature supports structured feeding routines and reminder-based pet care management. Together, these features create a more continuous and actionable nutritional management ecosystem beyond one-time ingredient analysis.

An important refinement during the business finalization stage emerged through feedback received during investor pitching sessions, particularly regarding the long-term sustainability of the platform's initial monetization model. While the original business model relied primarily on subscription-based income, stakeholders raised concerns regarding the scalability and profitability of depending solely on user-paid app subscriptions. In response, the team strategically expanded the Consult feature, which was originally intended as a channel for pet nutritionist support, to also include licensed veterinarians. This adjustment introduced new revenue opportunities through platform service fees, consultation commissions, and potential profit-sharing partnerships with veterinary clinics and pet health professionals, thereby strengthening both the application's business-to-consumer (B2C) and business-to-business (B2B) potential. Furthermore, broadening the consultative network beyond nutritionists allows PetoBowl to serve a wider target audience, including pet owners seeking preventive nutritional guidance as well as those managing active health concerns requiring professional medical input.

The integration of veterinarians into the platform also reinforced alignment between product functionality and user needs. Through the application's Track feature, users can record feeding history, activity levels, behavioral observations, and health-related notes, all of which can provide valuable contextual information during digital consultations. This creates meaningful synergy between features, enabling veterinary professionals to access more comprehensive background data and improving the quality of remote consultation outcomes. The feature may also offer practical benefits for pet owners who are temporarily away from their regular veterinary providers due to work obligations, relocation, or travel, increasing the accessibility and convenience of pet health support.

Figure 2.4 Consultation Documentation with Cinthya as Supervisor

During the same evaluation process, stakeholders also proposed the inclusion of an integrated e-commerce feature for pet products, intended to leverage commission-based revenue opportunities and capitalize on increasing dissatisfaction with transaction fees on established online marketplaces such as Shopee and Tokopedia. However, after internal discussion and consultation with both internal and external academic supervisors, the team decided not to pursue this direction within the current product scope. This decision was grounded in strategic concerns that introducing a commercial marketplace could dilute the platform's core identity as a trusted nutritional decision-support tool and potentially compromise user trust by creating perceptions of product recommendation bias. Moreover, the team recognized that users engaging with the application's primary Scan feature would most likely already have access to physical pet food products, whether in pet stores, at home, or through previously captured product images; therefore, the necessity for immediate in-app purchasing functionality was considered less relevant. Maintaining product neutrality and informational credibility was therefore prioritized over short-term monetization opportunities.

Figure 2.5 Consultation Documentation with Octa as External Supervisor

These decisions reflect broader design strategy trade-offs undertaken during product finalization. Throughout the ideation process, the team explored multiple opportunities for expansion, including marketplace functions and additional convenience-based services. However, academic advisors emphasized the risks of excessive feature accumulation during early-stage product development, particularly for emerging digital platforms that lack the operational scale and resources of established technology ecosystems. Drawing from this guidance, the team intentionally prioritized depth, integration, and clarity over breadth, ensuring that each retained feature contributes directly to the application's central objective. Rather than pursuing a "superapp" model prematurely, PetoBowl was refined into a focused and coherent platform centered on nutritional intelligence and personalized pet care support.

The finalized concept incorporates principles of Information and Communication Technology (ICT) by utilizing algorithm-based calorie calculations, structured pet profiling (age, weight, breed, activity level, and medical history), and a food database system to generate personalized feeding recommendations. The system is designed to translate veterinary nutritional principles into practical daily guidance that is measurable and user-friendly. Unlike static educational content, the application dynamically adjusts recommendations based on user input and tracked data, demonstrating a clear aspect of digital innovation.

In developing the application framework, the team drew conceptual inspiration from human health-tracking applications such as MyFitnessPal and Apple Health. These platforms successfully integrate calorie tracking, activity monitoring, and health data visualization into one centralized ecosystem. However, while such systems are widely available for human wellness, similar structured digital tools for pet nutrition management remain limited within the Indonesian market. By adapting the logic of nutrition tracking and personalized health dashboards to the context of pet care, PetoBowl introduces an innovative cross-domain application of digital wellness technology.

The team also considered indirect alternatives that users may currently rely on, including general-purpose artificial intelligence tools or manual online searches to interpret pet food labels. While users may theoretically photograph ingredient labels and seek explanations through external platforms, such approaches often produce generic, fragmented, and non-contextualized information. PetoBowl differentiates itself by combining a localized pet food database, personalized pet profiles, and medical-aware nutritional calculations within a single integrated system. This enables recommendations to be contextualized according to each pet's age, body condition, dietary restrictions, allergies, and health concerns, offering a level of relevance and precision that generic tools cannot provide.

To ensure that the nutritional information provided through the application remains accurate and trustworthy, the team also established a credibility framework during the business finalization stage. Ingredient analysis logic, caloric recommendations, and feeding guidance were developed based on veterinary-reviewed nutritional references and expert consultations with both a practicing veterinarian and a certified pet nutritionist. Rather than assigning simplistic "good" or "bad" labels to pet food products, the platform is designed to provide educational explanations and transparent ingredient insights that support informed decision-making while preserving user autonomy. This strategy aims to reduce the risk of misinformation and establish long-term trust between users and the platform.

Beyond problem validation, the team also developed an early behavior validation and retention hypothesis to assess whether users would consistently engage with the application beyond initial food scanning. Interviews suggested that pet owners experience recurring uncertainty regarding portion sizes, dietary consistency, and symptom-related food adjustments. In response, the integration of food logging, health tracking, and reminder-based planning features was intended to encourage repeated interaction and habit formation. The team hypothesized that while the Scan feature would drive initial adoption, long-term retention would be supported by users' desire to maintain centralized nutritional records, monitor their pets' health progression, and access expert support when concerns arise.

From a business development perspective, the team also refined its user acquisition strategy to prioritize ecosystem-based partnerships rather than relying solely on digital marketing channels. Planned acquisition efforts include collaborations with veterinary clinics, pet nutritionists, pet communities, and participation in pet-related events, where direct engagement can strengthen credibility and facilitate trust-based adoption. Strategic partnerships with pet food retailers and veterinary professionals are also expected to support the growth of the localized product database while creating opportunities for future B2B integration within the broader pet care industry.

From a theoretical perspective, this finalization aligns with Human-Centered Design principles, where solutions evolve directly from validated user pain points. Rather than imposing a predetermined feature set, the application's structure was shaped through iterative feedback and expert consultation. The innovation lies not merely in digitizing feeding information, but in integrating portion calculation, ingredient transparency, allergy filtering, and medical-awareness considerations within a single system.

Empirical data further strengthens the feasibility of this idea. The increasing pet ownership rate in Indonesia, combined with rising consumer spending in the pet care sector, indicates a growing market for digital pet services. Additionally, global trends in digital health adoption demonstrate that

users are increasingly comfortable with self-monitoring tools for wellness management. These trends suggest a strong opportunity for a localized, culturally relevant pet nutrition management platform.

Within the one-semester duration of the Entrepreneurship & Innovation Program, the expected output of this finalized business idea includes:

1. A validated minimum viable product (MVP) prototype of the Petobowl mobile application.
2. A structured user flow and information architecture framework.
3. Core functional features, including pet profiling, calorie calculation, ingredient interpretation, and digital consultation modules.
4. Initial usability testing and iterative refinement based on user feedback.

By integrating ICT-based personalization, algorithmic calculation, and user-centered interface design, PetoBowl demonstrates a clear element of innovation within the digital pet health and wellness sector. The finalized concept represents a strategic evolution from a narrow recipe-focused idea into a comprehensive, data-driven platform aimed at supporting responsible and informed pet nutrition management in Indonesia.

2.2 Business Model Canvas

The Business Model Canvas (BMC) serves as a strategic framework that translates the validated concept of PetoBowl into a structured business model. Following the problem identification and idea finalization described in Sections 2.1.1 and 2.1.2, the BMC outlines how PetoBowl creates, delivers, and captures value within the digital pet health and wellness ecosystem. This canvas functions as a foundational guideline for implementation during the Entrepreneurship & Innovation Program and will be continuously reviewed in consultation with both internal and external academic supervisors to ensure feasibility and strategic alignment.

From the Customer Segments perspective, PetoBowl primarily targets Millennial and Gen-Z pet owners aged 22–40, belonging to socio-economic status B+ and residing in urban and suburban areas of Indonesia such as the Greater Jakarta region. These regions reflect higher digital adoption and stronger pet humanization trends. The primary audience consists of first-time and aspiring pet parents (0–2 years of ownership) who perceive pet care as a long-term responsibility and financial commitment. They actively seek credible, science-backed guidance to avoid mistakes in feeding and health management. The secondary audience includes experienced pet owners (3+ years), including luxury pet owners, who are interested to invest in preventive and personalized health solutions for their pets.

The Value Proposition of PetoBowl combines both functional and emotional dimensions. Functionally, the application enables users to understand ingredient composition, calculate appropriate daily portions, monitor weight trends, and track health trends tailored to their pet's profile. Emotionally, PetoBowl reduces anxiety related to misinformation, strengthens the owner's sense of responsibility, and supports preventive care to minimize obesity and long-term health risks. By translating complex nutritional data into structured, personalized insights, the platform empowers pet owners to feel informed and confident in their daily decisions.

In terms of Channels, PetoBowl operates primarily as a mobile application available on iOS and Android platforms. Supporting channels include social media platforms for educational outreach, influencer partnerships with pet creators and pet nutrition educators, participation in pet-related events, and potential collaborations with veterinary clinics and pet shops. Engagement with local pet communities further strengthens awareness and user acquisition.

Regarding Customer Relationships, PetoBowl adopts a freemium onboarding model that allows users to access core features at no cost while offering advanced functionalities through premium access. The relationship model is strengthened through personalized insights generated from user data, data-driven notifications (such as feeding reminders and weight alerts), and a continuous

educational content loop. In future phases, community-building features may be introduced to enhance long-term engagement and retention.

The Revenue Streams are designed to reflect customer willingness to pay for credible, accessible, and personalized nutrition and fitness information for their pets. While basic features remain free, revenue may be generated through premium subscriptions offering advanced analytics, expanded tracking features, and specialized recommendations. Additional revenue streams may include in-app advertisements, merchandise, brand collaborations, and partnerships with vets, pet clinics, as well as pet nutritionists. Transactions are expected to be cashless, aligning with Indonesia's growing digital payment adoption.

The implementation of this model relies on several Key Resources, including a structured nutrition database, a robust UX/UI system, algorithmic engines capable of calorie and portion calculation, and integration of local price data where relevant. Veterinary and certified pet nutrition expert consultants provide credibility and validation. Additional resources include brand identity assets such as the mascot and visual system, as well as anonymized user data that supports personalization and algorithm refinement.

Core Key Activities include application development and maintenance, continuous user research and validation cycles, nutritional data labeling and modeling, algorithm development, and content creation with safety compliance considerations. Marketing activities, community engagement, and partnership management with veterinarians, e-commerce platforms, and brands are also central to sustaining growth.

Strategic Key Partnerships play an essential role in strengthening ecosystem credibility and scalability. These include veterinarians and certified pet nutritionists for expert validation and collaboration , e-commerce platforms for potential distribution or affiliate integration, cloud service providers and app development agencies for technical infrastructure, digital payment gateways, and relevant influencers within the pet care niche.

Finally, the Cost Structure primarily consists of application development and maintenance expenses, expert consultation fees, nutritional database licensing,

marketing and social media production costs, cloud infrastructure and data storage, as well as algorithm maintenance and periodic system updates. During the Entrepreneurship & Innovation Program period, the cost structure is designed to remain lean and focused on delivering a validated Minimum Viable Product (MVP).

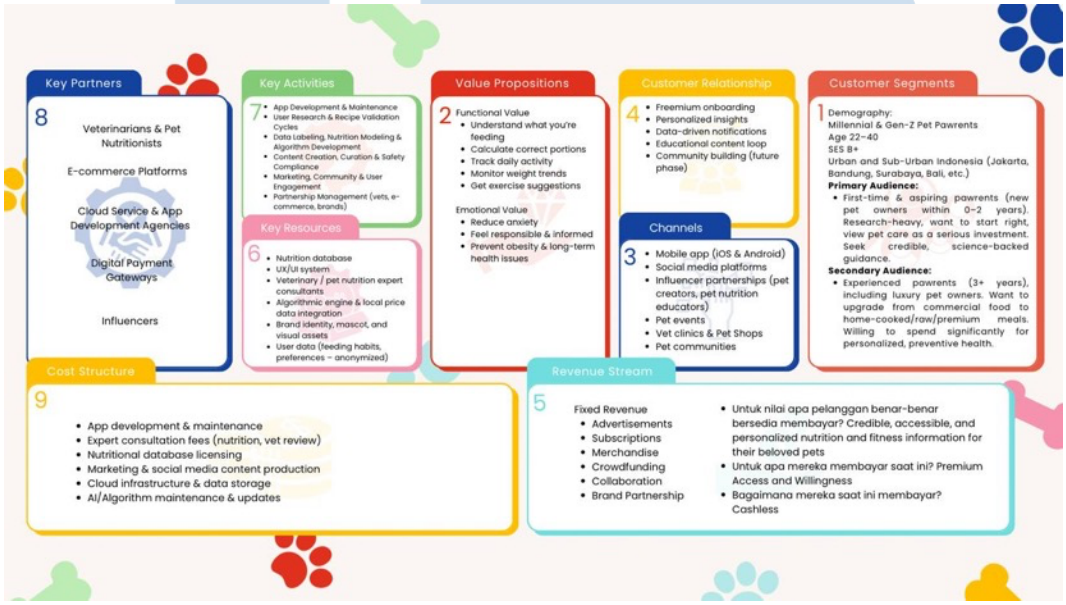

Figure 2.6 Petobowl's Business Model Canvas

Overall, the Business Model Canvas demonstrates that PetoBowl operates as a technology-driven, data-centered digital platform that integrates ICT, algorithmic personalization, and expert-validated knowledge to address the nutritional challenges faced by Indonesian pet owners. The canvas serves not only as a strategic planning tool but also as a dynamic framework that will be continuously evaluated and refined throughout the program's implementation phase.

2.3 Company Description

PetoBowl is a digital startup operating in the pet health and wellness sector, specifically focusing on cats and dogs, through a mobile application–based technological approach. PetoBowl was developed as part of the Entrepreneurship & Innovation Program in response to the increasing rate of pet ownership in

Indonesia and the growing need for a more structured, transparent, and data-driven health management system for companion animals.

PetoBowl was conceptualized as a response to issues identified through research, including pet owners' confusion in interpreting pet food labels, difficulties in determining appropriate portion sizes and nutritional requirements, and the lack of a continuous system for monitoring activity levels and body weight. In light of these challenges, PetoBowl is designed as an integrated digital platform that combines personalized nutrition guidance, activity monitoring features, and an ingredient transparency scanner within a unified system.

The name "PetoBowl" is derived from the combination of the words "Pet" and "Bowl," representing the food bowl as a symbol of care, attention, and responsibility toward companion animals. Philosophically, the "bowl" signifies not merely a feeding container, but a balance between nutrition, portion control, and a healthy lifestyle. Through this concept, PetoBowl aims to function as a "digital bowl" that supports pet owners in making more conscious, measurable, and sustainable decisions in caring for their pets.

PetoBowl operates within the digital pet health and wellness industry, adopting a mobile application–based business model with potential for future development through premium features, collaborations with veterinarians, pet communities, and pet food brands that prioritize transparency.

2.3.1 Vision and Mission

Petobowl has the vision to become a trusted digital platform in Indonesia that supports integrated, transparent, and data-driven nutrition and healthy lifestyle management for companion animals.

PetoBowl's mission is as follows:

i. To provide integrated features that combine personalized nutrition guidance, activity monitoring, and ingredient transparency within a single application.

ii. To improve pet health literacy through structured, easy-to-understand, and scientifically grounded educational content.

iii. To assist pet owners in making safer and more informed decisions through personalized recommendation and monitoring systems.

iv. To build a collaborative ecosystem with veterinarians, pet communities, and stakeholders within Indonesia's pet care industry.

2.3.2 Logo

The Petobowl logo features an illustration of a dog and a cat positioned inside a bowl, forming a circular composition reminiscent of the yin yang symbolism, representing harmony and care. This visual element is designed as a representation of the brand's core business and values, where the brand aims to provide digestible nutritional information to pet owners so they can provide a more balanced diet for their pets. Furthermore, the presence of both animals communicates PetoBowl's primary target users, namely dog owners and cat owners, who represent the most common pet owner groups in Indonesia. By depicting the animals with friendly and happy expressions, the logo conveys the idea of pets that are healthy, well-fed, and properly cared for. The bowl element functions as a central symbol within the logo, representing nutrition and the platform's core service. In everyday pet care, the bowl is the place where food is ultimately served, making it the final point in the feeding process. Through features such as ingredient scanning and product analysis, the application assists users in identifying suitable and high-quality food products. The bowl therefore represents the idea that only food that has been carefully selected and verified for its nutritional value should reach the pet.

Figure 2.7 Petobowl Logo

The use of blue and yellow as the primary color palette further strengthens the visual identity and meaning of the logo. Blue is commonly associated with trust, reliability, and intelligence, reflecting the application's role as a technology-based platform that provides credible information to support responsible pet care. Meanwhile, yellow conveys warmth, optimism, and friendliness, representing the emotional bond between pets and their owners (Birren, 2013). The combination of these two colors communicates a balance between technological reliability and compassionate care, which aligns with Petobowl's broader mission of helping pet owners make informed nutritional decisions while maintaining the joyful and loving relationship they share with their pets.

2.4 Company Organizational Structure

In developing the PetoBowl business within the Entrepreneurship & Innovation Program, the project team adopts a collaborative organizational structure in which each member holds specific responsibilities aligned with their expertise. The role mapping below outlines the position, responsibilities, and key contributions of each team member in supporting the development of the PetoBowl mobile application as a digital solution in the pet health and wellness sector.

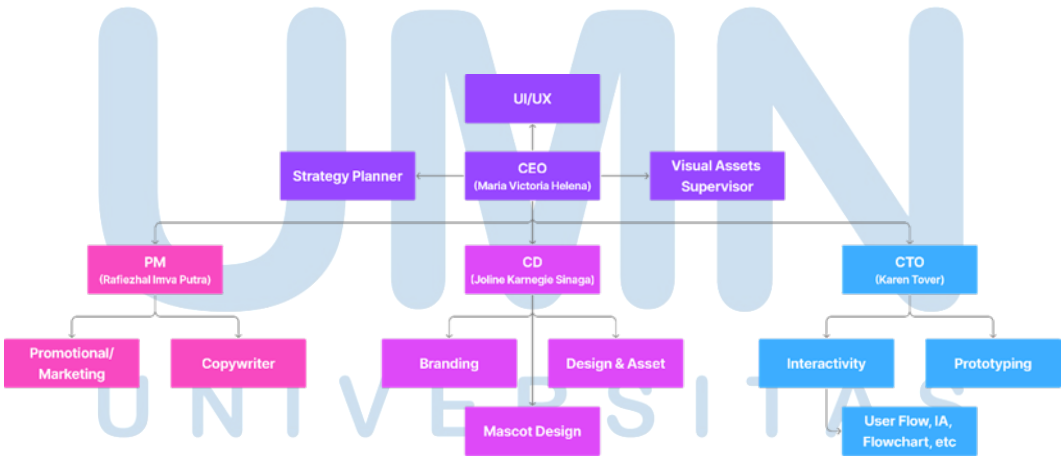

Figure 2.8 Petobowl's Company Structure

1. Maria Victoria Helena, Business Lead: As the Business Lead, Maria Victoria Helena oversees the strategic direction and business development

of PetoBowl within the pet health and wellness industry. Her responsibilities include identifying market opportunities, formulating the value proposition, developing the Business Model Canvas, and planning product positioning and monetization strategies. She also supervises the UI/UX design process, including wireframing and interface mockups, ensuring the user experience aligns with both user needs and business objectives while coordinating collaboration and communicating progress with academic supervisors.

2. Rafiezhal Imva Putra, Project Manager: As the Project Manager, Rafiezhal Imva Putra manages the overall implementation of the project by planning timelines, distributing tasks, monitoring team progress, and ensuring deliverables meet established standards. He also oversees branding and promotional materials such as pitch decks, social media concepts, and campaign assets to maintain consistent communication of the PetoBowl brand. Additionally, he serves as the administrative liaison between the team and academic supervisors for documentation and reporting.
3. Karen Tover, Chief Technology Officer (CTO): As the CTO, Karen Tover is responsible for the technical planning and structural design of the PetoBowl application. Her role includes developing information architecture, mapping user flows, defining feature relationships, and building interactive prototypes to simulate the user journey. She also evaluates system requirements and explores future technological possibilities to ensure the concept remains both innovative and technically feasible.
4. Joline Karnegie Sinaga, Creative Director: As the Creative Director, Joline Karnegie Sinaga develops the visual identity and creative direction of the PetoBowl brand. Her responsibilities include designing the logo, defining color systems, selecting typography, and creating illustrations and visual guidelines. She also ensures visual consistency across the application interface and promotional materials, helping establish a recognizable and trustworthy brand presence.

2.5 Company Workflow

The Petobowl team coordinates with both Internal Academic Supervisors and External Mentors to develop the Petobowl business and application concept. The workflow is structured to ensure that business planning, product development, and evaluation are carried out systematically while receiving continuous guidance from both academic and industry perspectives. The workflow of the Petobowl project is described as follows:

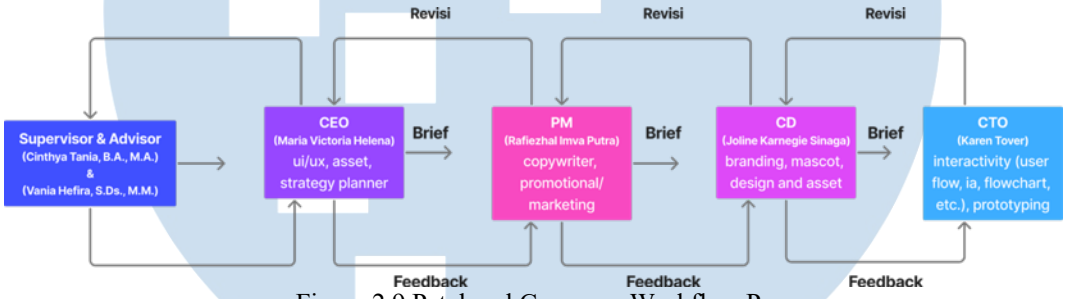

Figure 2.9 Petobowl Company Workflow Process

1. Developing the Business Idea and Business Plan

At the initial stage, the Petobowl team formulates the core business idea and future development strategy. The Chief Executive Officer (CEO), Project Manager (PM), Creative Director (CD), and Chief Technology Officer (CTO) collaborate to define the concept of the application, its value proposition, and the overall business direction. The team discusses the business plan structure and project development with the Internal Academic Supervisors to ensure alignment with academic requirements. In addition, consultations are conducted with the External Mentor to gain practical insights regarding market opportunities, user needs, and the feasibility of the proposed business idea.

2. Business Plan Implementation

During the implementation stage, the CEO is responsible for leading the execution of the business strategy and coordinating the overall development process. The Project Manager (PM) focuses on marketing strategies, communication planning, and promotional initiatives for the Petobowl application. The Creative Director (CD) handles the visual identity and creative

assets, including branding elements and mascot development. Meanwhile, the Chief Technology Officer (CTO) is responsible for designing the technical structure of the application, including user flow, system architecture, and prototype development. Each stage of implementation is periodically discussed with the Internal Academic Supervisors and External Mentor to evaluate progress and explore additional opportunities for improvement.

3. Application Development

The application development phase focuses on designing the Petobowl prototype. The Creative Director leads the design of visual elements and interface concepts, while the CTO develops the user experience structure, flowcharts, and interactive prototype of the application using design tools such as Figma. At this stage, the Internal Academic Supervisors and External Mentor provide feedback to ensure that the prototype features align with user needs and the overall objectives of the project.

4. Evaluation Stage

In the final stage, the entire team evaluates the overall progress of the business development and application design process. This evaluation reviews the effectiveness of the strategies implemented, the feasibility of the prototype, and potential improvements for future development. The evaluation process is also conducted together with the Internal Academic Supervisors and External Mentor to obtain constructive feedback and recommendations for the future growth of the Petobowl business and application.

2.6 Business Feasibility Analysis

The business feasibility analysis aims to evaluate the long-term viability and sustainability of the Petobowl business concept. The analysis examines whether the proposed business model can be sustainably implemented within the duration of the Entrepreneurship & Innovation Program and expanded beyond the program period. This feasibility evaluation is supported by financial projections, including a Break-Even Point (BEP) analysis and a projected cash flow for one year of potential operation.

The financial projection is developed based on estimated operational costs, projected revenue streams, and potential market demand. As a digital product, Petobowl's primary operational costs are related to application development, maintenance, marketing activities, and operational management:

HARGA POKOK PRODUKSI (dalam Rp ,-)						
Pengeluaran	Biaya	Waktu	Jumlah	Biaya/Bulan	Biaya/Tahun	Keterangan
FIXED COST						
Cloud Infrastructure						
AWS Hosting (EC2 + RDS)	2.000.000	1 bulan	1	2.000.000	24.000.000	
Database Storage	1.000.000	1 bulan	1	1.000.000	12.000.000	
API Getaway	750.000	1 bulan	1	750.000	9.000.000	
Security & Backup	750.000	1 bulan	1	750.000	9.000.000	
AI Health Pattern Engine & Symptom Checker System	2.500.000	1 bulan	1	2.500.000	30.000.000	
Regulatory & Legal						
Pendirian PT	12.000.000	1 tahun	1	1.000.000	12.000.000	
HKI/Merek	3.000.000	1 tahun	1	300.000	3.600.000	
Data Privacy Audit	7.000.000	1 tahun	1	500.000	6.000.000	
Sumber Daya Manusia (SDM)						
Fullstack Developer	6.000.000	1 bulan	1	6.000.000	72.000.000	
Frontend Developer	5.000.000	1 bulan	1	5.000.000	60.000.000	
Backend Developer	5.000.000	1 bulan	1	5.000.000	60.000.000	
CEO (6 bulan pertama hanya biaya operasional)	2.500.000	1 bulan	1	2.500.000	30.000.000	Operational costs:
CTO (6 bulan pertama hanya biaya operasional)	2.500.000	1 bulan	1	2.500.000	30.000.000	1. Transportasi
CCO (6 bulan pertama hanya biaya operasional)	2.500.000	1 bulan	1	2.500.000	30.000.000	2. Makan
PM (6 bulan pertama hanya biaya operasional)	2.500.000	1 bulan	1	2.500.000	30.000.000	3. Internet
Operational						
Coworking Space	3.000.000	1 bulan	1	3.000.000	36.000.000	
Software Tools (Figma, Slack, Notion, etc.)	1.500.000	1 bulan	1	1.500.000	18.000.000	
			TOTAL FIXED COST	**39.300.000**	**471.600.000**	
VARIABLE COST						
Sumber Daya Manusia (SDM)						
QA Tester	300.000/hari		1	1.500.000	18.000.000	Freelance/project (estimasi 1 minggu/bulan)
Marketing Online						
Meta advertising (instagram)	5.000.000	1 bulan	1	5.000.000	60.000.000	
Youtube ads (Banner & Video)	5.000.000	1 bulan	1	5.000.000	60.000.000	
Pet influencer (makro)	1.000.000/vid	1 bulan	8	8.000.000	96.000.000	
Google Ads (Display & Search)	5.000.000	1 bulan	1	5.000.000	60.000.000	
Marketing Offline						
Pet Expo	1.000.000		1	1.000.000	12.000.000	
Banner	200.000		1	200.000	2.400.000	
Brochure	150.000		1	150.000	1.800.000	
Acrylic Tent Card A5	20.000		50	1.000.000	12.000.000	
Merchandise (Tote Bag, Sticker, Pin, Keychain, Plushie)	4.500.000		1	4.500.000	54.000.000	
Collaboration with pet shops and brands	300.000		30	9.000.000	108.000.000	
			TOTAL VARIABLE COST	**40.350.000**	**484.200.000**	
			TOTAL COST (Fixed & Variable)	**79.650.000**	**955.800.000**	

Figure 2.10 Petobowl's Business Expenses Forecast

Meanwhile, revenue is expected to be generated through a freemium subscription model, merchandise sales, as well as potential brand advertisment and partnership deals with pet food companies, veterinary services, and other peripheral product/service.

HARGA POKOK PENJUALAN (dalam Rp ,-) BULAN 1 JANUARI					
Layanan	Harga	Komisi	Keuntungan/Fee	Target Transaksi/Bulan	Keuntungan/Bulan
Subscription					
Premium Subscription	49.000	100%	49.000	100	4.900.000
Nutrition Consult	150.000	30,00%	45.000	25	1.125.000
Merchandise					
Blind Box	120.000	-	50.000	50	2.500.000
Plushie	150.000	-	50.000	10	500.000
Tote Bag	170.000	-	120.000	10	1.200.000
Keychain	35.000	-	15.000	40	600.000
Sticker	20.000	-	8.000	60	480.000
Petobowl Banner Ads					
Basic	1.500.000	-	2.000.000	3	6.000.000
Priority	2.500.000	-	3.500.000	1	3.500.000
				TOTAL PENDAPATAN	**20.805.000**
TARGET BULAN 1 JANUARI: 100 subscribers					

Figure 2.11 Petobowl's First Month Revenue Forecast

In the first month, Petobowl aims to have 100 premium subscription users and reach a revenue of Rp 20.805.000.

HARGA POKOK PENJUALAN (dalam Rp ,-) BULAN 2 FEBRUARI					
Layanan	Harga	Komisi	Keuntungan/Fee	Target Transaksi/Bulan	Keuntungan/Bulan
Subscription					
Premium Subscription	49.000	100%	49.000	120	5.880.000
Nutrition Consult	150.000	30,00%	45.000	30	1.350.000
Merchandise					
Blind Box	120.000	-	50.000	60	3.000.000
Plushie	150.000	-	50.000	15	750.000
Tote Bag	170.000	-	120.000	15	1.800.000
Keychain	35.000	-	15.000	50	750.000
Sticker	20.000	-	8.000	75	600.000
Petobowl Banner Ads					
Basic	1.500.000	-	2.000.000	4	8.000.000
Priority	2.500.000	-	3.500.000	2	7.000.000
				TOTAL PENDAPATAN	**29.130.000**
TARGET BULAN 2 FEBRUARI: 120 subscribers					

Figure 2.12 Petobowl's Second Month Revenue Forecast

In the second month, Petobowl aims to have 120 premium subscription users andr reach a revenue of Rp 29.130.000.

HARGA POKOK PENJUALAN (dalam Rp ,-) BULAN 3 MARET					
Layanan	Harga	Komisi	Keuntungan/Fee	Target Transaksi/Bulan	Keuntungan/Bulan
Subscription					
Premium Subscription	49.000	100%	49.000	150	7.350.000
Nutrition Consult	150.000	30,00%	45.000	36	1.620.000
Merchandise					
Blind Box	120.000	-	50.000	75	3.750.000
Plushie	150.000	-	50.000	20	1.000.000
Tote Bag	170.000	-	120.000	20	2.400.000
Keychain	35.000	-	15.000	60	900.000
Sticker	20.000	-	8.000	80	640.000
Petobowl Banner Ads					
Basic	1.500.000	-	2.000.000	5	10.000.000
Priority	2.500.000	-	3.500.000	3	10.500.000
				TOTAL PENDAPATAN	**38.160.000**
TARGET BULAN 3 MARET: 150 subscribers					

Figure 2.13 Petobowl's Third Month Revenue Forecast

In the third month, Petobowl aims to have 150 premium subscription users and reach a revenue of Rp 38.160.000.

HARGA POKOK PENJUALAN (dalam Rp ,-) BULAN 4 APRIL					
Layanan	Harga	Komisi	Keuntungan/Fee	Target Transaksi/Bulan	Keuntungan/Bulan
Subscription					
Premium Subscription	49.000	100%	49.000	180	8.820.000
Nutrition Consult	150.000	30,00%	45.000	45	2.025.000
Merchandise					
Blind Box	120.000	-	50.000	90	4.500.000
Plushie	150.000	-	50.000	25	1.250.000
Tote Bag	170.000	-	120.000	25	3.000.000
Keychain	35.000	-	15.000	75	1.125.000
Sticker	20.000	-	8.000	90	720.000
Petobowl Banner Ads					
Basic	1.500.000	-	2.000.000	6	12.000.000
Priority	2.500.000	-	3.500.000	4	14.000.000
				TOTAL PENDAPATAN	**47.440.000**
TARGET BULAN 4 APRIL: 180 subscribers					

Figure 2.14 Petobowl's Fourth Month Revenue Forecast

In the fourth month, Petobowl aims to have 180 premium subscription users and reach a revenue of Rp 47.440.000.

HARGA POKOK PENJUALAN (dalam Rp ,-) BULAN 5 MEI					
Layanan	Harga	Komisi	Keuntungan/Fee	Target Transaksi/Bulan	Keuntungan/Bulan
Subscription					
Premium Subscription	49.000	100%	49.000	220	10.780.000
Nutrition Consult	150.000	30,00%	45.000	55	2.475.000
Merchandise					
Blind Box	120.000	-	50.000	110	5.500.000
Plushie	150.000	-	50.000	30	1.500.000
Tote Bag	170.000	-	120.000	30	3.600.000
Keychain	35.000	-	15.000	80	1.200.000
Sticker	20.000	-	8.000	100	800.000
Petobowl Banner Ads					
Basic	1.500.000	-	2.000.000	7	14.000.000
Priority	2.500.000	-	3.500.000	5	17.500.000
				TOTAL PENDAPATAN	57.355.000
TARGET BULAN 5 MEI: 220 subscribers					

Figure 2.15 Petobowl's Fifth Month Revenue Forecast

In the fifth month, Petobowl aims to have 220 premium subscription users and reach a revenue of Rp 57.355.000.

HARGA POKOK PENJUALAN (dalam Rp ,-) BULAN 6 JUNI					
Layanan	Harga	Komisi	Keuntungan/Fee	Target Transaksi/Bulan	Keuntungan/Bulan
Subscription					
Premium Subscription	49.000	100%	49.000	260	12.740.000
Nutrition Consult	150.000	30,00%	45.000	65	2.925.000
Merchandise					
Blind Box	120.000	-	50.000	130	6.500.000
Plushie	150.000	-	50.000	35	1.750.000
Tote Bag	170.000	-	120.000	35	4.200.000
Keychain	35.000	-	15.000	90	1.350.000
Sticker	20.000	-	8.000	110	880.000
Petobowl Banner Ads					
Basic	1.500.000	-	2.000.000	8	16.000.000
Priority	2.500.000	-	3.500.000	6	21.000.000
				TOTAL PENDAPATAN	67.345.000
TARGET BULAN 6 JUNI: 260 orang					

Figure 2.16 Petobowl's Fifth Month Revenue Forecast

In the sixth month, Petobowl aims to have 260 premium subscription users and reach a revenue of Rp 67.345.000.

HARGA POKOK PENJUALAN (dalam Rp ,-) BULAN 7 JULI					
Layanan	Harga	Komisi	Keuntungan/Fee	Target Transaksi/Bulan	Keuntungan/Bulan
Subscription					
Premium Subscription	49.000	100%	49.000	310	15.190.000
Nutrition Consult	150.000	30,00%	45.000	75	3.375.000
Merchandise					
Blind Box	120.000	-	50.000	150	7.500.000
Plushie	150.000	-	50.000	40	2.000.000
Tote Bag	170.000	-	120.000	40	4.800.000
Keychain	35.000	-	15.000	100	1.500.000
Sticker	20.000	-	8.000	120	960.000
Petobowl Banner Ads					
Basic	1.500.000	-	2.000.000	10	20.000.000
Priority	2.500.000	-	3.500.000	7	24.500.000
				TOTAL PENDAPATAN	79.825.000
TARGET BULAN 7 JULI: 310 orang					

Figure 2.17 Petobowl's Seventh Month Revenue Forecast

In the seventh month, Petobowl aims to attain 100 premium subscription users and bring in a revenue of Rp 79.825.000.

HARGA POKOK PENJUALAN (dalam Rp ,-) BULAN 8 AGUSTUS					
Layanan	Harga	Komisi	Keuntungan/Fee	Target Transaksi/Bulan	Keuntungan/Bulan
Subscription					
Premium Subscription	49.000	100%	49.000	380	18.620.000
Nutrition Consult	150.000	30,00%	45.000	90	4.050.000
Merchandise					
Blind Box	120.000	-	50.000	170	8.500.000
Plushie	150.000	-	50.000	45	2.250.000
Tote Bag	170.000	-	120.000	45	5.400.000
Keychain	35.000	-	15.000	110	1.650.000
Sticker	20.000	-	8.000	140	1.120.000
Petobowl Banner Ads					
Basic	1.500.000	-	2.000.000	12	24.000.000
Priority	2.500.000	-	3.500.000	8	28.000.000
				TOTAL PENDAPATAN	**93.590.000**
TARGET BULAN 8 AGUSTUS: 380 orang					

Figure 2.18 Petobowl's Eighth Month Revenue Forecast

In the eighth month, Petobowl aims to attain 100 premium subscription users and bring in a revenue of Rp 93.590.000.

HARGA POKOK PENJUALAN (dalam Rp ,-) BULAN 9 SEPTEMBER					
Layanan	Harga	Komisi	Keuntungan/Fee	Target Transaksi/Bulan	Keuntungan/Bulan
Subscription					
Premium Subscription	49.000	100%	49.000	450	22.050.000
Nutrition Consult	150.000	30,00%	45.000	105	4.725.000
Merchandise					
Blind Box	120.000	-	50.000	190	9.500.000
Plushie	150.000	-	50.000	50	2.500.000
Tote Bag	170.000	-	120.000	50	6.000.000
Keychain	35.000	-	15.000	120	1.800.000
Sticker	20.000	-	8.000	150	1.200.000
Petobowl Banner Ads					
Basic	1.500.000	-	2.000.000	14	28.000.000
Priority	2.500.000	-	3.500.000	9	31.500.000
				TOTAL PENDAPATAN	**107.275.000**
TARGET BULAN 9 SEPTEMBER : 450 orang					

Figure 2.19 Petobowl's Ninth Month Revenue Forecast

In the ninth month, Petobowl aims to attain 100 premium subscription users and bring in a revenue of Rp 107.275.000.

HARGA POKOK PENJUALAN (dalam Rp ,-) BULAN 10 OKTOBER					
Layanan	Harga	Komisi	Keuntungan/Fee	Target Transaksi/Bulan	Keuntungan/Bulan
Subscription					
Premium Subscription	49.000	100%	49.000	550	26.950.000
Nutrition Consult	150.000	30,00%	45.000	125	5.625.000
Merchandise					
Blind Box	120.000	-	50.000	210	10.500.000
Plushie	150.000	-	50.000	55	2.750.000
Tote Bag	170.000	-	120.000	55	6.600.000
Keychain	35.000	-	15.000	130	1.950.000
Sticker	20.000	-	8.000	170	1.360.000
Petobowl Banner Ads					
Basic	1.500.000	-	2.000.000	16	32.000.000
Priority	2.500.000	-	3.500.000	10	35.000.000
				TOTAL PENDAPATAN	**122.735.000**
TARGET BULAN 10 OKTOBER: 550 orang					

Figure 2.20 Petobowl's Fifth Month Revenue Forecast

In the tenth month, Petobowl aims to attain 100 premium subscription users and bring in a revenue of Rp 122.735.000.

HARGA POKOK PENJUALAN (dalam Rp ,-) BULAN 11 NOVEMBER					
Layanan	Harga	Komisi	Keuntungan/Fee	Target Transaksi/Bulan	Keuntungan/Bulan
Subscription					
Premium Subscription	49.000	100%	49.000	670	32.830.000
Nutrition Consult	150.000	30,00%	45.000	135	6.075.000
Merchandise					
Blind Box	120.000	-	50.000	230	11.500.000
Plushie	150.000	-	50.000	60	3.000.000
Tote Bag	170.000	-	120.000	60	7.200.000
Keychain	35.000	-	15.000	140	2.100.000
Sticker	20.000	-	8.000	180	1.440.000
Petobowl Banner Ads					
Basic	1.500.000	-	2.000.000	18	36.000.000
Priority	2.500.000	-	3.500.000	12	42.000.000
				TOTAL PENDAPATAN	**142.145.000**
TARGET BULAN 11 NOVEMBER: 670 orang					

Figure 2.21 Petobowl's Eleventh Month Revenue Forecast

In the eleventh month, Petobowl aims to attain 100 premium subscription users and bring in a revenue of Rp 142.145.000.

HARGA POKOK PENJUALAN (dalam Rp ,-) BULAN 12 DESEMBER					
Layanan	Harga	Komisi	Keuntungan/Fee	Target Transaksi/Bulan	Keuntungan/Bulan
Subscription					
Premium Subscription	49.000	100%	49.000	800	39.200.000
Nutrition Consult	150.000	30,00%	45.000	160	7.200.000
Merchandise					
Blind Box	120.000	-	50.000	250	12.500.000
Plushie	150.000	-	50.000	70	3.500.000
Tote Bag	170.000	-	120.000	70	8.400.000
Keychain	35.000	-	15.000	150	2.250.000
Sticker	20.000	-	8.000	200	1.600.000
Petobowl Banner Ads					
Basic	1.500.000	-	2.000.000	21	42.000.000
Priority	2.500.000	-	3.500.000	14	49.000.000
				TOTAL PENDAPATAN	**165.650.000**
TARGET BULAN 12 DECEMBER: 800 orang					

Figure 2.22 Petobowl's Twelfth Month Revenue Forecast

In the twelfth month, Petobowl aims to attain 100 premium subscription users and bring in a revenue of Rp 165.650.000.

PENDAPATAN DALAM 1 TAHUN PERTAMA				
Bulan	Pendapatan	Pengeluaran	Keuntungan	
Januari	20.805.000	79.650.000	-58.845.000	
Februari	29.130.000	79.650.000	-50.520.000	
Maret	38.160.000	79.650.000	-41.490.000	
April	47.440.000	79.650.000	-32.210.000	
Mei	57.355.000	79.650.000	-22.295.000	
Juni	67.345.000	79.650.000	-12.305.000	
Juli	79.825.000	79.650.000	175.000	
Agustus	93.590.000	79.650.000	13.940.000	
September	107.275.000	79.650.000	27.625.000	
Oktober	122.735.000	79.650.000	43.085.000	
November	142.145.000	79.650.000	62.495.000	
Desember	165.650.000	79.650.000	86.000.000	→ BEP pada bulan 12
TOTAL	**971.455.000**	**955.800.000**	**15.655.000**	

Figure 2.23 Petobowl's BEP Calculation

The Break-Even Point (BEP) analysis shows that PetoBowl requires approximately Rp 79,650,000 in monthly operational costs, resulting in a total annual expenditure of Rp 955,800,000. Revenue is projected to grow gradually throughout the first year as user adoption and marketing efforts increase. During the first six months, the business is expected to operate at a loss as revenues remain below operational costs. However, the company begins to reach operational balance around July, when monthly revenue slightly exceeds expenses. By the end of the first year, total projected revenue reaches Rp 971,455,000, generating a net annual profit of Rp 15,655,000. This indicates that the business is able to reach its overall break-even point within the first year of operation, specifically in the final month of the year as revenue growth stabilizes.

In addition, a subscription-based Break-Even Point (BEP) analysis was conducted to determine the minimum number of paying subscribers required to support the platform's operational sustainability. Based on the annual operational cost of Rp 955,800,000 and the subscription fee of Rp 49,000 per month (equivalent to Rp 588,000 per subscriber annually), PetoBowl requires approximately 1,626 paying subscribers to achieve break-even through subscription revenue. This figure serves as a long-term growth benchmark for the platform and reflects the subscriber base required to support continued service development, feature enhancement, and business expansion. As user adoption increases over time, subscription revenue is expected to become an increasingly significant contributor to PetoBowl's overall financial performance.