**INTERNATIONAL JOURNAL OF LAW,
GOVERNMENT AND COMMUNICATION
(IJLGC)**www.ijlgc.com**DESIGNING A MASKMAN BUSINESS MODEL: CLAY FACE
MASK FOR MEN**Agnie Hadiati Rasyad^{1*}, Febriantina Dewi², Siti Jahroh³

- ¹ School of Business, Institut Pertanian Bogor (IPB) University, Indonesia
Email: agnierasyad98@gmail.com
- ² School of Business, Institut Pertanian Bogor (IPB) University, Indonesia
- ³ School of Business, Institut Pertanian Bogor (IPB) University, Indonesia
Email: sitijahroh@gmail.com
- * Corresponding Author

Article Info:**Article history:**

Received date: 16.11.2020
Revised date: 09.05.2022
Accepted date: 03.06.2022
Published date: 01.09.2022

To cite this document:

Rasyad, A. H., Dewi, F. & Jahroh, S. (2022). Designing a MaskMan Business Model: Clay Face Mask for Men. *International Journal of Law, Government and Communication*, 7 (29), 120-134.

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Based on the preliminary survey, there was a market need for skin care for men, one of which is face masks. There were limitations to the choice of face-mask products for men in Indonesia. This research aimed to design a verified business model canvas based on the solutions offered to solve consumer problems with face mask products. This research used the customer development method focused on the customer discovery stage and was conducted from January to August 2020 through online questionnaires. The final result of this research is a solution in the form of a prototype face mask product specifically for men following consumer problems and a verified business model canvas. This study presented charcoal clay masks, which have detoxifying benefits to treat and maintain skin health for men. The consumer segment consisted of men with an age range of 20-29 years who live in Jabodetabek. The solution offered by MaskMan has solved consumer problems with face mask products specifically for men. The final sales channel made use of Instagram, Tokopedia, and exhibitions. Based on the test results, consumers needed MaskMan products and were willing to pay for products with a price range of IDR 50,000 - IDR 100,000. The selling price of MaskMan products was IDR 66,500.

Keywords:

Business Model Canvas, Customer Discovery, Men, Skin Care

Introduction

The GDP value of the Indonesian cosmetics industry in 2018 was IDR 50 trillion, then in the first quarter of 2019 it reached IDR 21.9 trillion and is predicted to increase to 9% in 2019 (Kementerian Perindustrian Republik Indonesia, 2019). The increase in the value of GDP occurred due to an increase in export sales and growth in local companies (Kementerian

Perindustrian Republik Indonesia, 2018). There are three things that encourage an increase in the cosmetics industry in Indonesia, namely, (1) a large enough young or productive population, (2) economic growth that can support the cosmetics industry, and (3) a fairly large contribution from social media (Kementerian Perindustrian Republik Indonesia, 2020).

From several sectors of the cosmetic industry, skin care products are the largest market contributor in Indonesia. In 2018, skin care had the largest market volume in Indonesia, reaching IDR 28.4 trillion. Organic and natural skin care is one of the growing markets today. According to data from Statista (2016), Indonesia was the country with the highest demand for organic or natural skin care, namely 60%.

Along with the times, innovations in the cosmetic industry have begun to pay attention to new market segments, one of which is for men (Kementerian Perindustrian Republik Indonesia, 2018). In 2018, men's facial care products in Indonesia, especially the skin care sector, continued to increase (Euromonitor International, 2019). Reporting data from Allied Market Research (2016), during the period 2016 to 2022, the male personal care market is predicted to grow in 2022 globally by 166 billion US dollars with a CAGR of 5.4%.

Physiologically, men's skin structure is thicker because it contains elastin and collagen, contains more sebum because it tends to have larger pores so that men's skin tends to be more oily (Poeradisastira, 2004). Skin care should have become a necessity for men, especially in their 20s. Men in their 20s have skin that tends to be more oily due to the presence of high testosterone so that skin problems such as acne often appear (Pininta, 2017).

Seeing the situation of men who have started paying attention to skin care also occurring in the environment around campus, preliminary survey on male skin care was conducted. The preliminary survey was conducted in January 2020 with a total of 34 respondents. The results showed that 29 respondents used to use skin care products every day. Face wash products had the highest percentage, then face mask products were in the second position of products commonly used by respondents. Figure 1 presents the results of preliminary survey on the use of skin care products that are most often used by men.

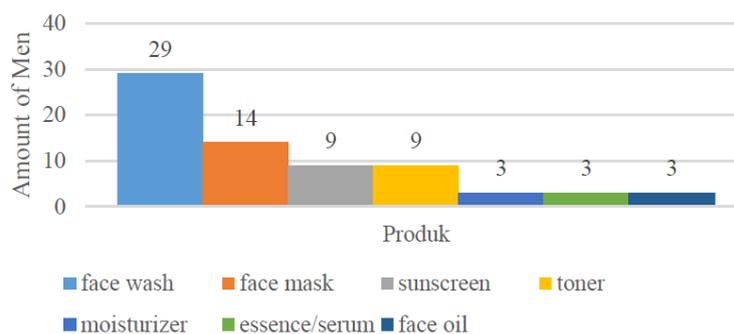


Figure 1: The Use of Skin Care Products That Are Most Often Used by Men

After conducting preliminary survey, the authors saw a man's need for face mask products. The choice of face masks is because local manufacturers still rarely produce face masks for men. It is different from face wash products specifically for men that are easily found in everyday life. Ardy (2020) provided face mask recommendations for men, which are downloaded at Buka Review, such as (1) Fine Vine from America at a price of IDR 280,000, (2) Menscience facial cleansing mask at IDR 410,000, (3) Brickell Men's charcoal face mask at a price of IDR

500,000, and others. From this data, it can be seen that almost all of the recommended face masks are imported products, with prices that tend to be expensive and difficult to find.

One type of face mask that is currently popular, is a clay-based wash off mask that has the benefit of removing dead skin cells as well as deeply nourishing the skin (Livia, 2019). The use of clay face masks which is only done 10-15 minutes with an intensity 1-2 times a week for maximum results (Septia, 2019) can be a solution for men who usually have a lazy nature to care for their skin with a series of skin care products in high intensity.

Based on the problems and opportunities that have been described, that there is a business potential in a niche market that can be developed, namely face mask products made from organic and natural, which is focused on men aged 20-29 years. The development of face mask products specifically for men requires further research in order to create a fit between the product and the market. Thus, it is necessary to create a male face mask business model planning that suits the needs of potential customers.

Literature Review

Clay Mask

Face masks are a complementary skin care. There are several series of skin care that can be done in one day, starting from face wash to moisturizer. In contrast to the use of masks which are usually only done 2-3 times a week. According to Farrer (2004), a face mask or face mask is defined as the main rejuvenating treatment that is used for ten to five minutes to the entire face and neck without hitting the areas around the eyes and mouth. There are various types and benefits of face masks.

Clay mask is a type of mask that has many benefits such as smoothing, firming and reducing excess oil content, cleansing, detoxifying, increasing circulation and brightening the skin (Septia, 2019). There are many types of clay such as kaolin clay which is a mineral deposit, bentonite clay which is a result of volcanic ash, Brazilian clay which is mined from Brazil, rose clay which includes kaolin clay, French green clay which is mined from France, green zeolite clay which is a micro mineral that is formed when volcanic rock and ash reacted with alkaline groundwater, sea clay which is silt on the seabed millions of years ago, and fuller's earth, which is clay mud with high mineral content (Setyorini, 2020). According to Rayma (2016) kaolin clay is a type of clay that is light, cheap and not too dry on the skin, besides that, the type of bentonite clay is the most absorbent and has a gel-like texture when combined with water.

Customer Development

According to Blank (2006), customer development is a product development framework by paying attention to consumer behavior which consists of four stages, namely customer discovery, customer validation, customer creation and company building. Product development using customer development is about how a company can have a strong relationship with potential consumers so that it can provide benefits (Knox 1998). In the customer development method, the solutions provided are tailored to the needs and problems faced by the community or potential customers. Therefore, consumers are the main key in developing products using the customer development method.

The four stages of customer development begin with customer discovery and end with company building. Customer discovery as the first stage, namely developing hypotheses and adjusting to consumers, secondly customer validation, namely testing of sales and seeing reactions from consumers, third customer creation, market development through marketing, the fourth company building, namely the development stage and sustainable company transition (Blank and Dorf, 2012). At each stage it is symbolized by a recursive circle and arrow because there is a process that occurs repeatedly to get the best in product development (Blank, 2006). The expected results from the four stages of customer development are companies that can develop and succeed by maximizing the existing potential (Cooper et al 2010).

Juherry (2019) conducted research on Healda's business idea development. This research was conducted to determine the problems that exist in the community regarding natural and organic skin care products, then to find solutions that are in accordance with existing problems, as well as formulate a profitable business model. Customer development methods that focus on customer discovery become a reference in conducting research. The results of the problem test carried out found eight problems regarding organic and natural skin care that were felt by the respondents. The Healda application is a solution to problems in accordance with the problems faced by respondents. The suitability of the product to the market, the customer and how to reach it, as well as the way the company makes money makes a verified business model. The business model used as a research test tool is the business model canvas.

There are two methods in the customer discovery process, namely design thinking and customer development. The choice of customer development method in this research is because customer development starts with, "I have the technology / product, now to whom should I sell it?" and optimized for speed and "good enough" decision making with limited time and resources (Blank, 2014). There are limitations to this study, so customer development at the customer discovery stage is an appropriate method to find a market fit for the product being developed.

Business Model Canvas

The first stage in customer discovery is making an initial hypothesis in a business model. The business model canvas (BMC) is a tool that can be used at an early stage to describe the planning of a business. Osterwalder and Pigneur (2010) defined a business model canvas (BMC) as a language that describes, visualizes, assesses, and changes business models. There are nine elements that build a business model canvas (BMC) and have mutually reinforcing bonds in building a business. The nine elements are customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure.

Blank (2010) said that the Osterwalder business model canvas could be used for something much more than a static planning tool. It was the launch-pad for setting up the hypotheses to test, and a scorecard for visually tracking iterations and pivots during customer discovery and validation. Tying Osterwalder's business model canvas with the customer development process turns these potential crises into learning opportunities called the pivot. A pivot is when reality leads you to change one or more business model hypotheses. The result is an updated business model not a fired VP of Sales. This study uses a business model canvas designed by Osterwalder and Pigneur because it is a suitable business model for the customer discovery process.

Purba (2019) formulated a business model canvas as a development strategy for CV Saesha Cantika Indonesia. The business model canvas is prepared so that the company can continue to grow and be able to compete in the future. This study identified the company's business model and mapped nine elements into the business model canvas. A SWOT analysis on each element of the business model canvas was carried out to assess and adjust to the nine elements. After mapping the business model canvas and adjusting it to the results of the SWOT analysis, there were several problems so that improvements were needed to help companies formulate development strategies that are in accordance with strategic management concepts. The result of this research was that there are improvements made to the business model canvas by adding several aspects to the value propositions element, namely skin care products that are safe and have been registered with the Food and Drug Administration (BPOM). The customer relationship element was aftersales where revenue streams were other skin care products. In the key resources element, it was patent rights. The key elements of activities were research and development (R&D). The key partners element was the beauty community and BPOM. As well as the cost structure element, it was conducting research and development (R&D) activities.

Research Methodology

The research was conducted from January to August 2020 in the Jakarta, Bogor, Depok, Tangerang and Bekasi (Greater Jakarta) area. This study conducted a customer development method focused on the customer discovery stage as the first stage, namely developing hypotheses and adjusting to consumers (Blank and Dorf, 2012). There are four stages in customer discovery, (1) in the first stage of the research, there is an initial hypothesis that form a business model for product development. The elements in the initial hypothesis are obtained from literature study, observation and insight. After that, the data is processed by extracting nine elements in the initial hypothesis in the form of a business model canvas 0 (BMC 0). (2) The second stage is a problem test that was carried out by distributing online questionnaires to respondents who have criteria that match the research needs. The criteria for respondents in the problem test were men aged 20-29 in the Greater Jakarta area who used a face mask. The number of respondents who were tested was 20 respondents. At this stage there is an improvement in the business model canvas 0 (BMC 0) into business model canvas 1 (BMC 1) based on the results of data processed from problem test respondents. (3) The third stage is test solutions aimed at potential respondents. At this stage there is a prototype making that is adjusted to the data from the problem test results and BMC 1. The purpose of this stage is to test the 1st stage hypothesis and test the suitability of the features given to the problems faced by potential customers. The business model is said to be valid if consumers feel there is a match between the prototype and the nine elements of the business model. If there is no match between the prototype and the business model, it is necessary to re-research it to get the right results. (4) The fourth stage of customer discovery is verification of the business model based on the data obtained from problem testing and solution testing. At this stage the authors verify the understanding of problems experienced by consumers, ensure that the product can be a solution, and create a profitable business model. Business models and product features that are validated at this stage can show the success of the research that has been done (Blank and Dorf, 2012). The business model used in this research is the canvas business model popularized by Osterwalder and Pigneur (2010) and can be seen in Figure 2.

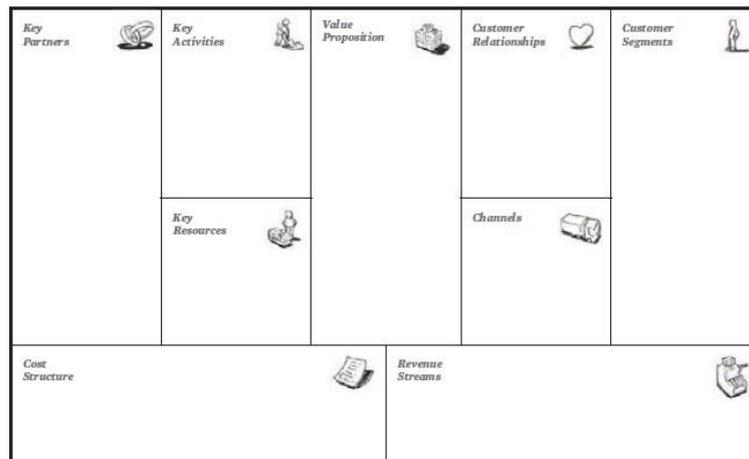


Figure 2: Business Model Canvas

Source: (Osterwalder & Pigneur, 2010) Research Approach

This research is qualitative research. Qualitative research is descriptive in nature which describes the phenomena that occur in society so that respondents need to get the data the writer needs. Data processing using qualitative descriptive analysis method. There are three steps in qualitative data analysis, namely data reduction, data presentation, and drawing conclusions (Miles and Huberman, 1992). The sampling technique used in this study was nonprobability sampling with purposive sampling and snowball sampling techniques. The criteria for respondents are (1) male, (2) aged 20-29 years, (3) domiciled in Greater Jakarta, (4) using skin care, especially face masks. The study was conducted in two stages, namely problem testing with 20 respondents and solution testing with seven potential respondents. This study used two data sources, namely primary data and secondary data. Primary data was obtained through distributing online questionnaires to respondents at the problem testing and solution testing stages. Secondary data were obtained through literature studies and official organizational statistical data.

Result and Discussion

Making Initial Hypotheses

The initial stage of testing problems in customer discovery is the making of an initial hypothesis of a business model in the form of a business model canvas popularized by Osterwalder and Pigneur (2010). Figure 3 shows the initial hypothesis in the form of a business model canvas 0.

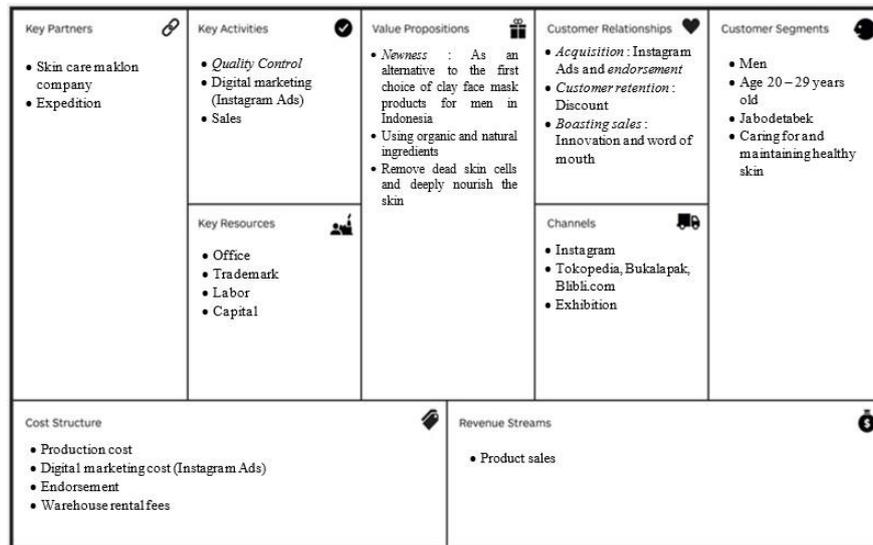


Figure 3: Business Model Canvas 0

Problem Testing Phase

The problem testing phase was carried out to see the suitability of the hypothesis and to find out the problems experienced by respondents with face mask products. Table 1 shows the problems most respondents felt along with the solutions offered.

Table 1: Problems Most Respondents Felt Along with The Solutions Offered

No.	Problem	No of Respondents (%)	Solutions Offered
1.	Limitations of face mask products specifically for men in Indonesia	19 (95%)	Become an alternative choice of local face mask products for men that are made from organic and natural ingredients
2.	Do not know which face mask product is suitable	13 (65%)	<ul style="list-style-type: none"> • There are variations of face masks that are adjusted based on facial skin and consumer facial skin problems • There is a skin quiz feature to make it easier for consumers to know the type of skin and product variations according to their skin
3.	Acne, facial oil, acne scars, and blackheads	12 (60%)	Variation of charcoal clay mask
4.	Limitations of consumer knowledge about men's skin care	8 (40%)	There is education and visual information in the form interesting photos and videos about men's facial skin care on Instagram as a corporate social media
5.	Expensive price	7 (35%)	Affordable price for face mask products

- | | | | |
|----|--|-----------|--|
| 6. | Complicated or impractical for the packaging and usage process | 6 (40%) | The tube-shaped packaging will make it easier for consumers to remove and apply to the face and is more hygienic |
| 7. | Messy and takes a long time to spread the mask all over the face | 5 (33,3%) | There is a brush bundle as a tool for applying masks to the face to make it easier and faster |

In the problem test, there are questions about respondents' motivation to use face masks and preferences for face mask products. Based on motivation, overcoming facial skin problems has the second highest percentage after treating facial skin. So that there are additional criteria for the customer segment, namely those with facial skin problems and value propositions, which are to overcome facial skin problems. Based on the selected channel preferences, drugstore has the highest percentage with the same number as e-commerce, namely 60%. So there are additional channels, namely drugstore and key partners, namely wholesalers. Figure 4 shows the improvement from BMC 0 to BMC 1.

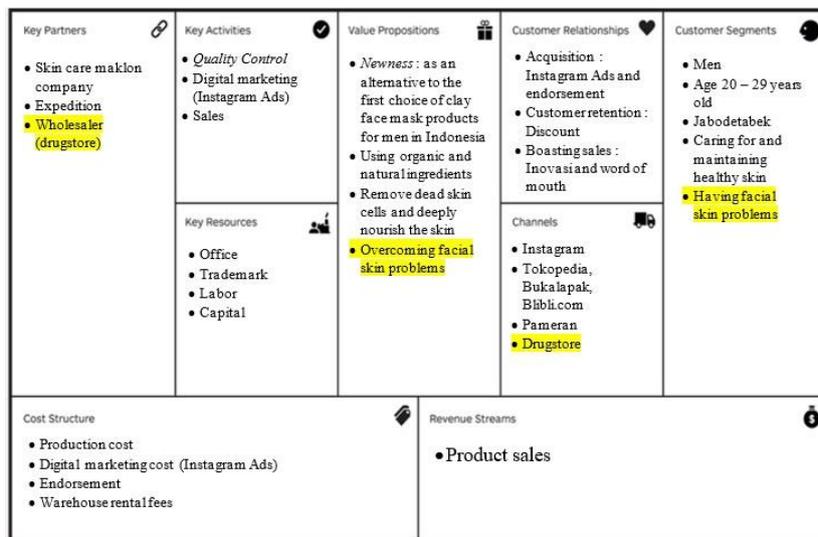


Figure 4: Business Model Canvas 1

Solution Testing Stage

Making a prototype aims to describe the solutions offered. Figure 5 shows a prototype in the form of packaging, a brush as a mask applicator, Instagram content, and a sample product (charcoal clay mask). Prototype in the form of skin quiz can be seen at <http://bit.ly/Fiturskinquiz>. The designed prototype was tested at the solution test stage and seen its suitability with the respondent's problem. Tube-shaped packaging was to make it easier for consumers to use the product. The brush as a mask applicator can make it easy for consumers to apply masks to the entire face. Sample products made containing montmorillonite clay, activated charcoal, grapeseed oil and frankincense oil based on skin problems that are mostly felt by respondents. The examples of content was uploaded on Instagram contain knowledge about skin care, especially for men.



Figure 5: Prototype

At the solution testing stage, there is brand testing to determine the brand that matches the logo that has been designed. The results of the brand test showed that MaskMan had the highest percentage selected, namely 57.1%. Logo and packaging improvements can be seen in Figure 6.



Figure 6: Logo and Packaging Repair

Solution testing was carried out on potential respondents or potential consumers to determine the suitability of the solutions offered to the perceived problem. Solution testing was carried out using a questionnaire to seven potential respondents who were in Bogor to assess the prototype. This is because of the limitations of research due to the covid-19 pandemic. There are three aspects that are assessed, namely conformity with value propositions, channels, and customer relationships.

The first stage in the solution test aims to see the suitability of the value propositions tested with the prototype as a problem solving solution. Prototypes in the form of product samples were given to respondents to try and assess. Then the respondent's response to the sample product can be seen in Figure 7.

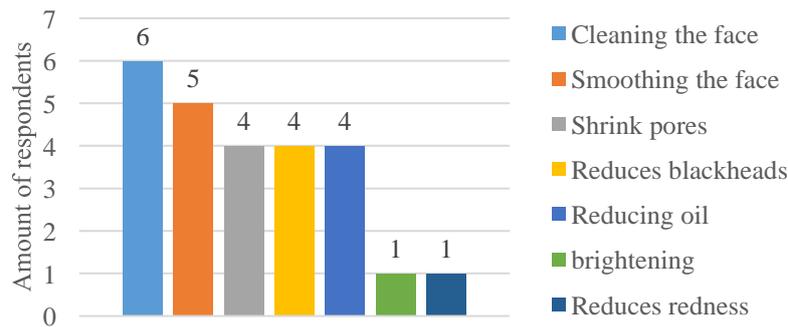


Figure 7: Respondent's Response to The Sample Product

After knowing the respondent's response regarding the product sample, then the features were assessed in the form of a solution. At this stage, it can be seen the suitability of the solution to solve potential customer problems. In Table 2 shows the suitability of the prototype features and the number of value propositions received.

Table 2: Value Propositions Suitability

No.	Value Propositions	Percentage of Agree	Percentage of Disagree
1.	The suitability of using organic and natural materials	100	0
2.	Tube packaging is more hygienic	100	0
3.	Products as the first choice of face mask products for men in Indonesia	100	0
4.	Skin quiz feature	100	0
5.	Products can solve facial skin problems	86	14
6.	Brush as a mask applicator	86	14

The second stage in the solution test aims to see the suitability of the company's channels to distribute products to customer segments. There are four phases in the channel that were assessed, namely the awareness phase, the evaluation phase, the purchasing phase and the after sales phase. Channel suitability can be seen in in Table 3.

Table 3: Channel Suitability

No.	Channels	Percentage of Agree	Percentage of Disagree
Awareness Phase			
1.	Instagram content about men's skin care	100	0
Evaluation Phase			
2.	Consumer review and testimonial features	100	0
Purchasing Phase			
3.	Instagram	100	0
4.	Drugstore	29	71
5.	Exhibition	57	43
After Sales Phase			
6.	Review column feature	71	29

The third part in the solution test stage aims to see the suitability of customer relationships or the way the company attracts attention and maintains customer segments as designed in the hypothesis. There are three customer relationship functions, namely acquisition, customer retention, and boasting sales, which are tested and assessed for their accuracy through the customer segment. The result is a verified customer relationship on the business model canvas. Table 4 presents the suitability of customer relationships on the test results of the solution.

Table 4: Customer Relationship Suitability

No	Customer Relationships	percentage of Agree	Percentage of Disagree
Acquisition			
1.	Instagram Ads	71	29
2.	Endorsement	57	43
Customer Retention			
3.	Discount	71	29
Boasting Sales			
4.	Innovation	100	0
5.	Word of mouth	100	0

Business Model Verification

The final stage in customer discovery is verification of the business model. There are three aspects that are assessed at this stage, namely product conformity with the market (product / market fit), how to reach consumers, and business opportunities are three important keys that must be verified (Blank and Dorf, 2012).

The first stage is to see the suitability of the product to the market (product / market fit). There are three aspects to assessing the suitability of the product to the market, namely whether the problems experienced are important to be resolved and a solution is needed by consumers, whether the features of the product are designed to solve problems and meet consumer needs, and whether there is a large enough market potential for the product to solve the problem. and meet needs so that the company gets a profit. Table 5 shows the problems that are important to solve and the number of MaskMan solutions received.

Table 5: Number of Maskman Solutions Received from Consumer Problems

No.	Problem	Solutions Offered	Number of Solutions Accepted
1.	Limitations of face mask products specifically for men in Indonesia	Become an alternative choice of local face mask products for men that are made from organic and natural ingredients	7 (100%)
2.	Do not know which face mask product is suitable	<ul style="list-style-type: none"> • MaskMan face mask variations that are adjusted based on facial skin and consumer facial skin problems • Skin quiz feature to make it easier for consumers to know the type of skin and the variety of MaskMan products that suit their skin. 	7 (100%)
3.	Acne, facial oil, acne scars, and blackheads	A variety of charcoal clay masks can treat facial skin problems	6 (86%)
4.	Limitations of consumer knowledge about men's skin care	There is education and visual information in the form of interesting photos and videos about men's facial skin care on Instagram as MaskMan's social media	7 (100%)
5.	Complicated or impractical for the packaging and usage process	The tube-shaped packaging make it easier for consumers to remove and apply to the face and is more hygienic	6 (86%)
6.	Messy and takes a long time to spread the mask all over the face	There is a brush bundle as a tool for applying masks to the face to make it easier and faster	6 (86%)

The final assessment is the market potential of the product offered so that the company gets a profit. MaskMan's target market (TM) is men aged 20-29 who live in Greater Jakarta. MaskMan estimates that consumers are 689,804 persons.

The second stage is to see the suitability of MaskMan to reach consumers. Based on the results of the solution test, the channels chosen by consumers were Instagram, Tokopedia, and exhibition. Furthermore, based on customer relationships, namely, Instagram Ads, endorsement, discounts, innovations in the form of variations of clay face masks, and word of mouth.

The third stage is the way companies make money. The main source of income for MaskMan comes from the sale of clay face masks. The most respondents choose the packaging size of 50 gr with a percentage of 71%. The selling price offered is Rp. 66,500 and in accordance with the willingness to pay of all potential customers for the test solution, namely Rp. 50,000 - Rp. 100,000. Respondent's problem with the expensive face mask price in the problem test can be resolved because the price is set according to the willingness to pay.

Based on the discussion that has been described, there is a verification of the business model being carried out. There are several elements on the business model canvas that undergo changes and improvements that are adjusted from the initial hypothesis stage to the test solution. The improvements of the business model canvas becomes the final business model that can be used to develop the company to the next stage. Figure 8 shows the verified business model canvas.

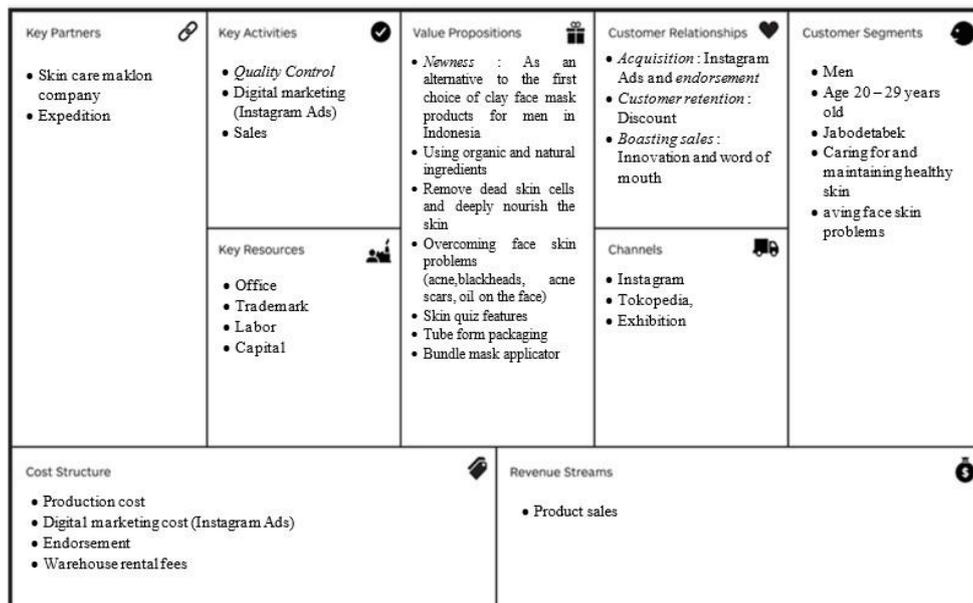


Figure 8: Verified Business Model Canvas (BMC 2)

Conclusion

Based on the results of the research at the problem testing stage, there were seven problems that were important to solve because they had the largest percentage. The problems most consumers feel are, firstly, there are limitations to face mask products specifically for men in Indonesia, secondly they do not know which face mask products are suitable, the third is skin problems such as acne, oil on the face, acne scars, and blackheads, the fourth is limited

knowledge about skin care. men, the fifth is expensive, the sixth is complicated or impractical in the packaging and process of using it, and the seventh is messy and takes a long time to evenly distribute the mask all over the face. There are eight solutions offered to solve the perceived problem, namely, firstly as an alternative to the choice of face masks specifically for men in Indonesia, secondly, there are variations of face masks that are tailored to the skin conditions of prospective consumers, the third is a skin quiz feature to find out skin types and suggestions for appropriate variations. with potential consumers, the fourth is variations of charcoal clay masks, the fifth is the contents on Instagram such as skin care education for men, the sixth is affordable product prices, the seventh is tube packaging, and the eighth is brush bundles as mask applicators. This research built a verified business model canvas based on three aspects. First, the suitability of the product to the market can be seen from the results of the solution test which shows that the majority of respondents agree with the solutions offered and all respondents need the presence of MaskMan as the first alternative for maleonly face mask products in Indonesia. Second, how to reach consumers can be seen from verified channels and customer relationships, namely, Instagram, Tokopedia, exhibitions, Instagram Ads, endorsements, discounts, innovation, and word of mouth. Third, the way the company makes money can be seen that the company gets a profit from selling the product at a selling price of IDR 66,500 and is in accordance with the prospective customers' willingness to pay.

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