



BUSINESS MODEL CANVA

93

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EXECUTIVE SUMMARY

The business model canvas is an excellent tool for understanding a company model in a systematic and plain manner. This canvas will help us learn more about the clients we will be serving, what value propositions are available through which channels, and how we make money. We may also use the business model canvas for a better understand our own or a competitor's business model. Alexander Osterwalder of Strategyzer invented the Business Model Canvas. The business model canvas is a tool for describing, visualising, evaluating, and updating business models. Customer segments, value propositions, channels, customer relationship, revenue streams, key resources, key activities, key partner, and cost structure are the nine blockchains of BMC. The company must determine each of the business model canvas's, which are the nine blocks. The justification for how a company develops, delivers, and collects value is describe by the BMC. We will always know what our business model is because of BMC. It also reveals which tasks are less vital or even detrimental to the goal's achievement. We can further develop our business model because the BMC sharpens the view of the essentials. The BMC is ideal for allowing our thoughts to flow freely. The BMC is an excellent foundation on which to build our ideas. We can also try out different company models and see what fresh combinations we can come up. BMC transforms a business concept into a well-structured document. Others will be able to comprehend and discuss our business strategy more quickly because of this. The BMC provides a comprehensive overview of the company concept. Controlling, the strategy department, or management, for example, receives precisely the information that is important to them in a timely manner.

1.0 INTRODUCTION

1.1 Company Background



MakCik Travels is an e-hailing service that offered specially for female passengers, children, special needs and companions. It was established on 21 November 2018 and founded by Dr. Sazlina Kamaralzaman and Miss Siti Sarah Anuar, who is her daughter, using her own money as a capital. In February 2019, MakCik Travels also received two awards, which are the Silver Tulip Award and Special Jury Award in London. Auntie Wanders Enterprise owns MakCik Travels services. MakCik Travels offer their services in Selangor, which are Ampang, Bangi, Kuala Lumpur, Putrajaya and other different states in Malaysia such as Melaka, Penang, Johor Bahru, Perak, Kedah and Negeri Sembilan. The idea of MakCik Travels establishment is because Miss Sarah always offers her colleagues the "Grab" services. So the idea came up and the name was chosen based on Dr. Sazlina's Instagram profile, which is Travelling Makcik.

MakCik Travels was first run at Bangi and it received more demand from the women customers outside of Bangi area. Due to high demand from the customers, MakCik Travels had expanded their services in Kuala Lumpur, Putrajaya, and other places in Selangor. Besides, MakCik travels hired some agents in different states in order to expand their services and the most significant objectives for hiring the agents is because they want the women or the ladies to have the income especially for the housewives. The agents of MakCik travels are professional because they are well trained before they started doing the services. The agents are trained from time to time in order to give the best services for MakCik Travels's customers. There are three types of MakCik in MakCik Travels, which are MakCik Drive, MakCik Chaperone, and MakCik Explorer.

After five months the services operated, Auntie Wanders Enterprise has decided to change their business model from providing transport services to companionship service. This is due to the increased number of sexual harassment and

criminal cases towards the women. Before changing the business model, Dr. Sazlina and her daughter had to do some research and analyse the reason why their customers choose their services. Besides, the idea of companionship also came up after they received a request from their customers, in which they want their mother to have a companion during buying some groceries and when they are far away from each other. They also used the hashtag as #WanitaJagaWanita for their company's trademark.

1.2 Problem Statement

Problems statement is the simple description of a problem that is supposed to change. Any company that is doing the business will have any problems and that does not matter either the problems are related to the business structure, production, product and so on. For MakCik Travels, some problems can affect the services they run.

Lack of MakCik Drivers or companions is one of the problems faced by MakCik Travels Company. MakCik Travels are getting high demand and for now, they are active in the cities such as Kuala Lumpur. MakCik Travels need more agents and drivers to expand their services in other states in Malaysia because the services there are not as active as in Kuala Lumpur and this will bring more problems to the company because people might think that the services are no longer available. MakCik Travels or the Auntie Wanders Enterprise need to advertise more to find more agents in the other states so that many women or people know and can get the opportunities.

Next, people's perception is also one of the problems that Makcik Travels face. This is because some people or societies think that MakCik Travels services are trying to replace the responsibility of a son or daughter towards their mom. Vice versa, the existence of MakCik Travels will help the children and ease them and their mother because they do not have to worry about the safety of their mother. MakCik Travels main objective is to serve people that need their help by offering the service. People's perceptions cannot be controlled nor changed, but to settle this problem, what the company can do is give their best services for the customers.

Thus, MakCik Travels also have the problem regarding the system they use to receive the orders from the customers. MakCik Travels use two ways to receive orders,

which direct to the MakCik Travels Whatsapp message and their official website. This method is difficult since when the order received, they need to pass the orders for the available driver and near to the customer's locations. Or in the other word, the system they use is manual and needs a long process and cannot receive the order on the spot. People that want to use services from MakCik Travels need to send the details or make a booking one day before they wish to use the services. This process takes time if compared to the other e-hailing services. Before agreeing to use the services from MakCik Travels, customers are given a quotation and only if they agree with the quotation, the order will proceed. In terms of the system problem, the company can create an application especially for MakCik Travels as if the other e-hailing used or digitalize their service so that they can reduce the timeframe for the orders and directly receive the customer's order.

Lastly, there is a new service that launched by the company but it cannot run due the Pandemic of Covid-19. The new service called MakCik Explorer. This service is not able to operate because the Government has announced the Movement Control Order (MCO) so the movement of the people is more restricted and they cannot even travel either in the country or outside of the countries. MakCik explorer services are the services provided for the female passengers to go for travels either alone or grouping and the services are available for travel in Malaysia or overseas. The MakCik Explorer that will be the accompanying customer has knowledge about the places that the customers will travel and they can guide the customers during their travels.

1.3 Opportunity Recognition

Opportunity recognition is a way, method or process used by people and organizations with an entrepreneurial attitude, approach and ideas to explore new business opportunities and ways of addressing a problem.

The first opportunity recognition in MakCik Travels is the high chances to grow bigger and become well known. MakCik Travels have the opportunity to expand their services in Malaysia and maybe across the border because the demand in using their services are high especially among the teenagers and adults. The services provided by this company lessen the worries of the female passengers. They do not have to worry about their safety by using these services since they provide female drivers and companions. Indirectly, sexual harassment cases can be reduce.

Next, offering services with high quality is also one of the opportunity recognitions in MakCik Travels. MakCik Travels has trained their agents and the Adinita with a very professional attitude in doing their duty as the drivers, chaperones and many others regarding their job. The professional attitudes will make the passengers feel very comfortable and pleased while using their services and in the upcoming time, it is not possible for them to repeat the service and be the loyal customer of MakCik Travels.

Third is the affordable price. Services provided by MakCik Travels are affordable. Customers from all income groups can afford to use the service and the implication is MakCik Travels can earn more profits and use it to expand their business service. Not only that, the price also can be a reason to increase the number of customers.

Besides giving opportunity to the business, this service also can offer opportunity for the people. One of them is, it helps women and women out there to earn some side income. By volunteering as the Adinita, women can generate money as their side income especially for the full time housewives.

1.4 SWOT Analysis (two competitors)

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Higher benefit to the customers. ✓ • Flexible customization ✓ • Availability of services regardless time • Geographic availability of services • Speed of service production ✓ • Speed of service delivery ✓ • Good in-house training programmes for many “types” of knowledge. ✓ • Low capital intensity. ✓ • In knowledge-intensive services, highly qualified and highly specialised staff needed but recruiting them involves heavy ✓ 	<ul style="list-style-type: none"> • Data privacy protection ✓ • Lack of well-defined regulatory framework for educational service export. ✓ • Inadequate international marketing programmes for the promotion of e-services. ✓ • High costs of ICT end user service connectivity in many countries. ✓ • The understanding of the electronic service demands a tight management of the ✓

search costs; these costs can be reduce by using electronic databases.	company's electronic service routines. <ul style="list-style-type: none"> Unfriendly interface that has as a result the misjudgement of the service provision.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Appearance of new partners/alliances via new type of service provision. New customer segments. Chances to meet ecological, medical and ergonomic requirements. Collaboration and communication opportunities between departments of large institutions with many branches. Potential for improved effectiveness and efficiency through transformations (e.g. commercialization and cost recovery programmes.) Development of codified data processing electronic services (e.g. home banking). Decrease direct procurement costs through e-procurement. Service development. For services with a high information input, the Internet offers a growing range of new possibilities to increase efficiency. 	<ul style="list-style-type: none"> Inadequate budgets decline in real terms (inflation). Unstable macroeconomic and political environment. Retrenchments most of the times begin from the bottom with the community service providers. Low internet connectivity in many countries. Low investment in ICT infrastructure Legislative differences. Environmental effects.

Table 1: SWOT Analysis

1.5 Purposes of Business Model Canva Preparation

Some entrepreneurs bring Business Model Canvas sheets to meetings and use them to facilitate brainstorming. Grouping comments and thoughts under the nine areas helps to develop ideas fast. If you create a start-up with modest fixed costs, forget about a 40-page business plan. To learn whether this concept has legs, use the canvas to develop a one-page business model and use a lean method of entrepreneurship to uncover consumers and the finest business model on the market in real time.

Traditionally, you would spend weeks or months creating a business plan for a single idea. You may spend minutes or hours sketching business models for many concepts with the Business Model Canvas. You will still need to conduct more research and may wind up creating a lengthy business plan to raise funding or market the concepts, but it is a quick method to eliminate terrible ideas. The Canvas features front and back stages in its most basic configuration. The front stage demonstrates what creates value and how you reach and profit from customers. The backstage demonstrates what is needed to make the front stage feasible. After using the Canvas several times, we have discovered that it immediately clarifies thinking about the business model and that one building component organically leads to the next. It pushes you to think thoroughly about what your endeavour provides to the client, which issues it assists in resolving, and which customer demands it meets. Great business initiatives begin with the client and work backwards. Weak enterprises begin with the product, hope for a market, and place customers at the end of the product development process.

2.0 BUSINESS PROPOSAL

2.1 Business Model Canva (BMC)

Makcik travel- Business Model Canvas (BMC)current

7. Key partner <ul style="list-style-type: none"> ❑ National Heart Institute ❑ Group Insurance Scheme ❑ Local Medi 	8. Key activities <ul style="list-style-type: none"> ○ Digital Marketing ○ Training ○ Application Development 	1. Unique value proposition <ul style="list-style-type: none"> ✓ Companions Assisting and provide companionship service towards people that requires assistance in special location. ✓ Cheap Pricing Affordable pricing offered by MakCik Travels. ✓ Safety Ensured Ensures that customers especially ladies, elderly and people in special needs safety is ensured. 	4. Customer relationship <ul style="list-style-type: none"> ➢ Personal Assistance Customer can directly message one of the staff in MakCik Travels through whatsapp application. ➢ Self-Service Use self-service to get review, rating and feedback systems. 3.Channels <ul style="list-style-type: none"> ➢ Whatsapp Application ➢ Website ➢ MT Booking Management Systems (BooMs) 	2. Customer Segments <ul style="list-style-type: none"> • People with Special Needs • Ladies • Elderly.
9. Cost Structure <ul style="list-style-type: none"> ❖ Online Training ❖ Developing Application ❖ Marketing 		5. Revenue Stream <ul style="list-style-type: none"> ❖ Driving Service MakCik Travels get their revenue towards each of the customers regarding the provided driving service by MakCik Travels. ❖ Companion Service MakCik Travels provide companion service to get revenue towards people in special needs and elderly customers. 		

Table 2: Current BMC

Makcik travel- Business Model Canvas (BMC) Improvement

7. Key partner <ul style="list-style-type: none"> ❑ Telecommunication company ✓ ❑ Taxi booking system software. ✓ 	8. Key activities <ul style="list-style-type: none"> ○ Artificial intelligence ✓ ○ Online partnership advertising and promotion ✓ 	1. Unique value proposition <ul style="list-style-type: none"> ✓ Special for female passenger. ✓ Lady driver Customers will be picked up and transported to their desired location. We serve females, the elderly, and persons with special needs. ✓ Companions Accompany and help women and others with special needs in places where they require special assistance. 	4. Customer relationship <ul style="list-style-type: none"> ➢ Google play store ✓ ➢ Affiliate marketing ✓ 3.Channels <ul style="list-style-type: none"> ➢ Social media ✓ ➢ Partnership with traveler agency. ✓ 	2. Customer Segments <ul style="list-style-type: none"> • Housewife ✓ • Women shopper ✓ • Women Travelers ✓ • Children ✓ • Location Sabah and Sarawak ✓
9. Cost Structure <ul style="list-style-type: none"> ❖ Allowance Adinita (in point) ✓ ❖ Fuel prepayment. ✓ ❖ Operating and maintenance payments. ✓ ❖ Capital loan. ✓ 		5. Revenue Stream <ul style="list-style-type: none"> ❖ 24 hours and availability 7 days a week. ❖ Makcik travel apps installation. ❖ Open registered for permanent driver. ✓ 		

Table 3: New BMC

2.2 Explanation of BMC

CUSTOMER SEGMENTS	
OLD BMC	NEW BMC
<ul style="list-style-type: none">Ø People with special needsØ LadiesØ Elderly	<ul style="list-style-type: none">Ø House wifeØ Women shopperØ Women travelersØ ChildrenØ Location Sabah and Sarawak

Table 4: BMC Customer Segments

2.2.1 Customer Segments

People with Special Needs

From the service provided by MakCik Travels, they offer a transportation service to people with special needs. For example, people with special needs such as individuals who had a physical disability. This is because MakCik Travels will help individuals with people with movement disability. In addition, MakCik Travels also offers a travel companionship service for people with special needs that want to travel. Not only that, MakCik Travels access an affordable and reliable transportation service and travel companion service to allow people with special needs to ensure the people with special needs can take opportunities to travel or go to their destination of place.

Ladies

MakCik Travels offer transportation and travel companion service to customers however MakCik Travels only provide the service especially for ladies that want to go to their destination of place and travelling around the city. To simplify, MakCik Travels service is the same with service provided by Grab but the difference is MakCik Travels

only offer transportation and travel companion service to ladies. MakCik Travels From this, MakCik Travels can give high satisfaction to customers for ladies only.

Elderly

MakCik Travels also offer transportation and travel companion service to customers that are also elderly customers. For example, they provide service to elderly customers that are aged around 60 to 65 years old or even older. This is because most of the elderly customers wanted to go to their destination, however they did not have any transportation to go to their destination. From this, MakCik Travels also helps elderly customers that are in need of help regarding transportation. This is because most of the elderly customers could not walk or drive for themselves to get to their destination as they could not move for a long period of time.



Housewife

On a day of working at home as a housewife, you will surely need a friend to chat with and you will also need to buy groceries. Some the time is limited and even public transit makes it impossible for a housewife to buy groceries and other necessities at the right time. Even if you have a strong desire to buy a lot of things, Makcik Travels will take care of your will or need since it is handled by a female driver or companion. Which makes the needs of customers, particularly women, much easier to be fulfilled.



Women Shopper

You will need a shopping partner as well as someone to drive you to your destinations. Women do not have to worry about missing any fascinating shopping opportunities when they travel with Makcik Travels. Because female companions and drivers are more likely to give excellent service. As a woman who is often overwhelmed by the shopping environment before realising it is too late to return home, there is no need to worry since Makcik Travels is available 24 hours a day, 7 days a week to fulfil your demands and time requirements at a fair price depending on the location.



Women travellers

Many tourists are females, either from overseas or local, making Malaysia a popular tourist destination. However, if the location does not have a lot of public transit that connects the central city and the rural area, transportation becomes one of the issues. Sometimes local tourists not familiar with the place and concerned about the route, will

travel afterwards and the result there will choose the public transport and local e-hilling to easier their movement. The same goes for tourists from overseas that are not very familiar with the local place and culture. Therefore Adinita of Makcik Travels's driver, must be knowledgeable with the ins and outs of their region, Makcik Travels specialises in a service that is ideal enough to answer the concerns of female customers who are concerned about their safety when going pleasant and safer for long journeys.

Children

Makcik Travels can assist with the issues experienced if there is no time to send a child to daycare or school. Too worry if your child takes public transportation with security and abduction instances or other adverse occurrences occurring at the same time. Your child will always be keep secure and escorted to the front door of your house when using Makcik Travels service.

Location Sabah and Sarawak

Sabah and Sarawak are parts of Malaysia, which are separate from the peninsula by the South China Sea. The number of Adinita's in the state will grow, as will the number of female passengers who employ the services of female drivers. This is because the state of Sabah, in particular, offers an attractive tourist destination with blue islands and Mount Kinabalu, which is the main attraction for international tourists entering Malaysia.

UNIQUE VALUE PROPOSITION	
OLD BMC	NEW BMC

Ø Companion	Ø Companion
Ø Cheap pricing	Ø Cheap pricing
Ø Safety ensured	Ø Safety ensured
Ø Safe service	Ø Safe service
Ø Lady driver	Ø Lady driver
Ø Special for female passengers.	Ø Special for female passengers.

Table 3: BMC (Unique Value Propositions)

2.2.2 Unique Value Propositions

Companions

MakCik Travels not only provide transportation service to customers especially for women, nevertheless they also accompany and assist women and give special needs at locations that require special assistance. For instance, most of the women from another country or women's tourists did not have any travelling experience, the women did not know about the location of the place that they wanted to go and people with special needs could not walk and needed to use a wheelchair. Instead, the staff of MakCik Travels will help them and assist those regarding locations or things that require special assistance. For example, MakCik Travels offer MakCik ChaperOne, MakCik Drive and MakCik Runner. This is why most women are attract by the value propositions offered by MakCik Travels.

Cheap Pricing

MakCik Travels gives cheap and affordable pricing from the service provided by them. This is because some of the customers of MakCik Travels could not afford to pay for higher fees, the customers that could not pay for higher fees such as people in special needs and elderlyly customers. For example, MakCik Travels calculate the fee starting at RM 50 for the first two hours and RM 15 for every subsequent number.

Safety Ensured

MakCik Travels ensures that the customers especially women, elderly and people in special needs safety is ensured. For example, MakCik Travels offers Chaperone to their customers that a woman working under MakCik Travels accompanies clients at a location determined by the client himself or herself. Their job is to make sure customers have friends at all times. MakCik Chaperone is also an escort who will help based on the customers abilities. For instance, one of the duties of MakCik Chaperone is helping in basic tasks such as leading customers elderly and people in special needs while walking, talking to them, pushing a wheelchair and so on.

Lady driver and special for female passenger

The gender of the driver distinguishes Makcik Travels from other e-hilling services in Malaysia. This is due to a market need for the safety of female passengers while utilising e-hilling services, particularly when travelling alone. Because there have been situations where a woman is considered to have been handled indecently, and so forth. It is a concern for female customers, especially if they access the service late at night after coming from work overtime, etc. As a result, the Makcik Travels service was develop to protect the safety and comfort of customers, particularly female passengers.

Channels	
OLD BMC	NEW BMC
Ø Whatsapp Ø Website Ø MT booking management	Ø Platform Google apps store. Ø Partnership with travel agency

Table 6: BMC (Channels)

2.2.3 Channels

Website

MakCik Travels's main channel is through the website, which can be access from their website. From MakCik Travels website, the customers can make their bookings from the website to inform the MakCik Travels staff to provide their service towards their customers. For example, the booking from the customers will be process daily from 8.00 am until 12 am except Saturday or Public Holiday.



Whatsapp Application

MakCik Travels also use Whatsapp as their platform for customers booking from them. The customers can directly use the whatsapp application to inform the staff from MakCik Travels about their booking information. MakCik Travels uses whatsapp application because it ensures that the customer can message to MakCik Travels staff conveniently. MakCik Travels also uses whatsapp applications because they know that through whatsapp applications, it can simplify the work of their customers.



MT Booking Management Systems (BooMs)

MakCik Travels also use booking management systems (BooMs) to ensure that they can manage their customers' booking. This is because MakCik Travels booking management systems is a system used by the administrators at Auntie Wanders Enterprise to manage all customers booking. From this, MakCik Travels can ensure that the customers that MakCik Travels have their own platform of booking service from MakCik Travels while not confusing their customers with using a booking flow provided by MakCik Travels.



Google apps stores

Google is one of the most popular corporations in the world, and there are several applications accessible in the Google Play store. To compete with competitor Grab Makcik Travels will launch the application that is very easy to install on the customer phone and allows users to easily make trip bookings. As a result, Makcik Travels will create a more efficient application, such as one on the Google Play store with the name "Makcik Travels Apps". No need to fill out the form, which requires going to the website and also the Whatsapp application to make a reservation that takes 2 days



before the day of travel. Makcik Traves is now easier to access and use at any time based on the ease of the Google Play app.

Partnership with travel agency

A legal business arrangement in which two or more people share management and profits. There are many types of partnerships defined by the federal government. The two most typical are general and limited partnerships. To stand as the single entity in the business is hard, since the businesses of transportation need a good relationship with other suppliers such as, in promoting the business into the market. For example, partnership Makcik Travels with a local travel agency to widen the network of business, with this arrangement will give the advantages for both businesses.



CUSTOMER RELATIONSHIP	
OLD BMC	NEW BMC
<ul style="list-style-type: none"> Ø Personal assistant Ø Self Service 	<ul style="list-style-type: none"> Ø Social media Ø Affiliate marketing

Table 7: BMC (Customer Relationship)

2.2.4 Customer Relationships

Personal Assistance

MakCik Travels enhances their customer relationships by providing personal assistance. For instance, the customer can directly message one of the staff in MakCik Travels through whatsapp application platform. From this, MakCik Travels can engage with their customers through human communication. It also gives the customers highly satisfaction regarding MakCik Travels service provided by them.



Self-Service

MakCik Travels also use self-service to engage with their customer relationships. For example, MakCik Travels use self-service to get review, rating and feedback systems from their customers regarding the service provided by MakCik Travels. From this, MakCik Travels can ensure that they recognize their weaknesses when providing the service to their customers. MakCik Travels has their own system that includes a review, rating and feedback system on their website.

Social media

Social media is a type of digital marketing that entails promoting consumer connection on a company's own website, social media sites like Facebook and Twitter, as well as specialised publisher sites, blogs, and forums. This channel is close with the audience and has been utilized by humans all around the world. This platform gives the advantages for the company to promote and is one of the tools of marketing that can help grow the business and also increase the profit from the customer. Furthermore, part of customer relationship management is to analyze the service provided towards the customer and improve the service based on the evaluation and rating given by the customer.

Affiliate marketing

Affiliates or agents for the business such as Adinita (Driver for Makcik Travels), is an important connection and bridge relationship between customer and company. Based on the business unique value proposition, Makcik travels focuses on the gender of customers which are female, elderly people and children. This service fulfills the demand of the market that needs safety and convenience while traveling. The requirement for the be driver Makcik Travels is citizen of Malaysia, age about 20 to 50 years old, no criminal record, has valid licence for driving, can speak well Malay and English and good in using the application which google maps, waze, and other application for travel. In addition, the condition of the car must not be more than 10 years old, this is to make sure there are no technical problems and accidently happen in the future. Well, this can increase the confidence level of the user or customer to use the service provided by Makcik Travels.

REVENUE STREAMS	
OLD BMC	NEW BMC
<ul style="list-style-type: none"> Ø Driving Service (Adinita) Ø Companion Service 	<ul style="list-style-type: none"> Ø 24 hours and availability 7 days a week Ø Makcik Travel apps installation Ø Full time driver program

Table 8: BMC (Revenue Streams) ✓

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2.2.5 Revenue Streams

Driving Service

MakCik Travels earn their revenue streams by doing a driving service revenue. This is because by doing a driving service, MakCik Travels can get their revenue towards each of the customers regarding the provided driving service. For example, MakCik Travels does a driving service in which the driving service fee is calculated based on distance of the customers destination of place, type of car that is required by the customers and even the time requested by the customers. From this, the revenue from the driving service fees can generate the ✓ revenue gained by MakCik Travels.

Companion Service

MakCik Travels also earn their revenue streams by doing a companion service. This is because most of the customers would like to get a companion service provided by MakCik Travels such as people in special needs and elderly customers tend to use a companion service that is provided by the MakCik Travels. For example, from the companion service provided by MakCik Travels, the fee starts at RM 50.00 for the first two hours and RM 15 for every subsequent number of the customers. The fee of the companion service can generate revenue and will be gained by MakCik Travels by doing the companion service provided to the customers.



24 hours and availability 7 days a week

To compete with the competitor, the business will open 24 hours and 7 days a week to make sure the customer can access the service not only during work days, but also on weekends. Commonly many people will hangout with members to spend their time with activities such as shopping, outdoor activities. With The Makcik Travel will company them and drive to destinations safely and cheaper. Otherwise, for the companion service to take the elderly people and pregnant women to hospital for any cases such as, to check up, emergency etc is available. And ready 24 hours to give the best service for customers, with new operation hours will increase the revenues.

Full time driver program

The full time driver program is a part of a long strategy to extend the business for the next level which is global. Makcik Travel is a unique business, and needs to be expressed to all around the world. This business will bring the differentiation of the e-hilling industry. Also, can gain revenue to the next level. For example, Makcik Travel will take the initiative which, subsidies or fuel programmes, to encourage drivers to work full-time employment rather than part-time occupations. This effort is made to ensure that the Adinita(driver)business network is not disrupted, since not all members become Adinita(driver) at the same time, and some members stay inactive later.

KEY ACTIVITIES	
OLD BMC	NEW BMC
Ø Digital marketing Ø Training Ø Application development	Ø Artificial intelligence Ø Online partnership advertising and promotion.

Table9: BMC (Key Activities)

2.2.6 Key Activities

Digital Marketing

MakCik Travels one of key activities is digital marketing to ensure on what important things that they must do. Mak Cik Travels need digital marketing because social media is their main method of marketing. This is because most of their customers have the age range of 35 until 50 years old. For this reason, MakCik Travels focused most of their marketing such as on facebook and instagram to make sure that their customers can make enquiries about the service provided by MakCik Travels.

Training

MakCik Travels also train their workers to ensure that they can work really well when assisting their customers. The training among workers in MakCik Travels is necessary to make sure that their workers, especially ladies, can outperform the tasks given. For example, the training such as through education and hands-on-training.

Application Development

MakCik Travels ensure that their operation also works really well to ensure that the customers have a high level of convenience when using their applications and systems. MakCik Travels also have a platform development regarding their applications and systems to give their customers higher satisfaction level.

Online partnership advertising and promotion

Business may be developed in a variety of ways, one of which is by collaboration with other firms to promote the services we offer. Makcik Travels may collaborate with Malaysian telecommunications firms such as Digi, Maxis, and Celcom. Many businesses have taken advantage of this, such as food businesses that provide coupons or free vouchers that can be redeemed via customers' mobile applications. Maxis, for example, provides free Tealive coupons that may be redeemed and used at the user's local Tealive location. Indirectly, marketing strategy was applied to benefit both sides. With Makcik Travels's partnership with any agency in promoting this e-hilling service, the group of users of Makcik Travels will grow even more in the future.

Artificial intelligence

For example, Grab companies there have their own technology to give the best experience and trust service to customers. Mapping technology that can improve the service of Makcik Travels, with this kind of technology will help the passenger and driver (Adinita) to locate and be located, without any support of applications such as Google maps and Waze anymore. Since Makcik Travels develop their own application and technology the opportunity of user will increase and also will gain more profit and improve the responsiveness and service operation

KEY RESOURCES	
OLD BMC	NEW BMC
<ul style="list-style-type: none">Ø Mass MediaØ Online coursesØ Facebook platform	<ul style="list-style-type: none">Ø Upgrade new technology and service.Ø Joint venture.

Table 10: BMC (Key Resources)

2.2.7 Key Resources

Mass Media

Based on MakCik Travels marketing, the role of mass media is important as mass media can make their marketing strategy successful. For instance, news on MakCik Travels were covered by many known local media such as mStar Online Malaysia, Astro Awani, TV3, TV9 and more. These media had helped MakCik Travels become a household name in Malaysia.

Online Courses

MakCik Travels offer online courses to their workers, especially ladies to get their training. This is because it makes the workers have a better understanding towards the training. Online Courses are also highly recommended by MakCik Travels due to the Covid-19 pandemic and the restricted access to face-to-face training. For example, MakCik Travels uses Massive Open Online Courses (MOOC) so that the workers from all over the country can attend this online programme without having to face-to-face.

Facebook Platform

MakCik Travels uses facebook platform to interact and make a marketing strategy with their customers. This is because by maximizing the use of facebook platform it can attract more customers to use their service provided by them. For example, most of the customers that use facebook nowadays is elderly. From this, MakCik Travels can use a facebook platform to attract elderly customers to use their service.

Upgrade new technology and service.

In a competitive environment, technology is extremely crucial and helps us stand out. Technological advancements will create more competitive and forward-thinking company possibilities. Makcik Travel, for example, has a unique value proposition that favours female customers as their segment and offers customised driver and companion services to female consumers. This will highlight Makcik Travels's distinctiveness, and the company's presence will become more visible and well-known to the public. The benefit from upgrades and new technology gives the advantages of Makcik Travels by being more forward-thinking and competitive on a global scale.

Joint venture

Activities involving collaboration with commercial partners may have promising prospects in the future. Especially in the areas of customer service, efficiency, and marketing. Profits from these operations will offer both parties considerable investment prospects. Makcik Travel, for example, as well as its business partners, may use their current platforms to promote their individual enterprises.

KEY PARTNERSHIP	
OLD BMC	NEW BMC
<ul style="list-style-type: none"> Ø National heart Institute Ø Group Insurance Scheme Ø Local Media 	<ul style="list-style-type: none"> Ø Telecommunication company Ø Taxi booking system software

Table 11: BMC (Key Partnership)

2.2.8 Key Partnership

National Heart Institute

MakCik Travels is in collaboration with National Heart Institute to provide companionship service to their elderly parents. From this, MakCik Travels employees can easily go to the National Heart Institute to get their training and can even send the elderly parents or customers to National Heart Institute to get thoracic medicine for paediatric heart as a patient. National Heart Institute is a heart specialist institution committed to delivering advanced standards in cardiovascular and thoracic medicine for paediatric heart patients.

Group Insurance Scheme

MakCik Travels also works in collaboration with Group Insurance Scheme to ensure that their drivers and chaperones are protected while doing a driving service. From this, MakCik Travels can ensure safety to all of their drivers when doing a driving service. This is because if their drivers got in an accident, the insurance can protect their right as an employee of MakCik Travels.

Local Media

MakCik Travels also works in collaboration with many local media to ensure that their marketing strategy towards customers is successful. This is because local media plays an important role to promote MakCik Travels service given by them to customers. For

example, local media such as mStar Online Malaysia, Astro Awani, Tv3, Tv9, Berita, Harian Metro, as well as local broadcasters such as SAYS.com.

Telecommunication company

Communication is crucial in both transmitting information and communicating with one another. Smartphone and mobile phone use are not immensely valuable but a necessity. Despite the fact that conventional communication means such as mail, telegram/fax, and telephone are still used, having a cell phone for each individual is widely accepted. As a result, telecommunication providers offer a variety of deals and packages to entice customers to choose them. Makcik Travels, for example, will benefit from a collaborative venture with telecommunications providers like Maxis, Celcom, and Digi, since consumers will be more familiar with this communication service.

Taxi booking system software

Booking system software, which is an Artificial intelligence developer, is one of the important systems in e-hilling and transportation services. The mobile facility can help Makcik travel's business to a different level and be able to compete with competitors such as Grab company. This is because the advanced technology and facilities provided will be convenient for users, compared to filling out forms and making reservations 2 days before the trip and so on. This will create non value added and lead time in the business, and will certainly not help the company grow more advanced.

COST STRUCTURE	
OLD BMC	NEW BMC
<ul style="list-style-type: none"> Ø Online training Ø Developing application Ø Marketing 	<ul style="list-style-type: none"> Ø Allowance Adinita Ø Fuel prepayment Ø Capital loan Ø Operating and maintenance payments

Table 12: BMC (Cost Structure)

2.2.9 Costs Structure

Online Training

MakCik Travels one of the cost structures is training their employees which are also ladies. This is because MakCik Travels need to ensure that all of their ladies get enough training to do service such as companion service. Somehow, MakCik Travels need to upgrade their application platform such as massive open online courses to ensure that their employees can get the education through the platform.

Developing Application

Developing Application is also one of the cost structures of MakCik Travels. This is because MakCik Travels need to upgrade or develop their tracking system, monitoring system and fast feedback system from their customers. This is to ensure that their employees are safe wherever they work.

Marketing

Through marketing, MakCik Travels need to pay a sum of money to their collaboration with local media. This is because while paying local media, the local media ensures that they can promote MakCik Travels through their platform. This is also one of the marketing strategies of MakCik Travels.

Allowance Adinita

Labor is important to operate in the business where people conduct and run the businesses. Adinita (driver) is part of the cost structure and revenue of business for Makcik Travels, since the affiliate concept is used in this business. Anyone can be a driver for Makcik Travels who must meet the qualifications as Adinita. Therefore, to maintain the continuity of services that depend on services managed by various backgrounds of drivers who mostly choose to be part time drivers. The customer will give allowance to drivers who achieve service rating the best.

Fuel prepayment

Cost expenses such as fuel to run the business is important, without gas and fuel the business cannot operate properly. The source of fuel such as petrol for car use is very important and also the part of production cost to carry out business activities such as driver services. This effort is to ensure continuity of service in the future. The terms and conditions must be followed. Whoever wants to be a permanent driver must have a high commitment and meet the sales conditions that are eligible to be given the subsidy.

Capital loan

The capital loan for this new business model is larger, due to the use of new technology as well as additional initiatives in cost to improve service quality and also be able to compete with competitors more quickly and effectively. investment returns to be obtained. Wise planning in business needs to be scrutinize to ensure that large losses will not occur.

Operating business and maintenance

Operation and maintenance expenses such as administrative costs, and the car services, which Adinita (driver) must calculate the cost of car servicing and bring their car to the service centre every month to check if the condition of the car is safe or not before operating the service. And Makcik Travels's headquarters must run and assess service conditions on a regular basis through the system utilised and application to perform their services, this purpose is to guarantee that customers have a positive experience when using their services. ✓

3.0 CONCLUSION

From the service provided by MakCik Travels, they offer a transportation service to people with special needs. To simplify, MakCik Travels service is the same with service provided by Grab but the difference is MakCik Travels only offer transportation and travel companion service to ladies. MakCik Travels also offer transportation and travel companion service to customers that are also elderly customers. This is because most of the elderly customers wanted to go to their destination, however they did not have any transportation to go to their destination. Sometimes local tourists, not tourists, not familiar with the place and concerned about the route, will travel afterwards and the result there will choose the public transport and local e-hilling to ease their movement.

From MakCik Travels website, the customers can make their bookings from the website to inform the MakCik Travels staff to provide their service towards their customers. MakCik Travels ensure that their operation also works really well to ensure that the customers have a high level of convenience when using their applications and systems. MakCik Travels uses facebook platform to interact and make a marketing strategy with their customers. This is because by maximizing the use of facebook platform it can attract more customers to use their service provided by them.

MakCik Travels also works in collaboration with Group Insurance Scheme to ensure that their drivers and chaperones are protected while doing a driving service. From this, MakCik Travels can ensure safety to all of their drivers when doing a driving service. MakCik Travels also works in collaboration with many local media to ensure that their marketing strategy towards customers is successful. MakCik Travels one of the cost structures is training their employees which are also ladies. This is also one of the marketing strategies of MakCik Travels. This effort is to ensure continuity of service in the future.

MakCik Travels ensures that their operation also works really well to ensure that the customers have a high level of convenience when using their applications and systems. MakCik Travels also have a platform development regarding their applications and systems to give their customers higher satisfaction level. Since Makcik Travels develop their own application and technology the opportunity of users will increase and also will gain more profit and improve the responsiveness and service operation. Based on MakCik Travels marketing, the role of mass media is important as mass media can make their marketing strategy successful. MakCik Travels uses the Facebook platform to

interact and make a marketing strategy with their customers. This will highlight Makcik Travels' distinctiveness, and the company's presence will become more visible and well-known to the public. MakCik Travels is in collaboration with National Heart Institute to provide companionship services to their elderly parents. MakCik Travels also works in collaboration with Group Insurance Scheme to ensure that their drivers and chaperones are protected while doing a driving service. MakCik Travels also works in collaboration with many local media to ensure that their marketing strategy towards customers is successful. This is because local media plays an important role to promote the MakCik Travels service given by them to customers.




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5.0 APPENDICES



Figure 1: Founder of MakCik Travels



Figure 2: MakCik Travels's Award



Figure 3: Agents of MakCik Travels



Figure 4: Services Offered by MakCik Travels



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