Designing a Digital Intermediary Platform to Support Micro Business in the Indonesian Event Industry: A Case Study of K-Pop Concertgoers

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ABSTRACT

The rapid growth of the K-pop industry in Indonesia is reflected in its strong cultural influence among Indonesian youth, making the country one of the largest K-pop fan markets globally. This growth is driven not only by high music consumption but also by significant fan spending on related activities, particularly concert attendance. K-pop concerts often require substantial expenses, including tickets, accommodation, merchandise, and supporting services such as make-up artists and phone rentals. The frequency of these transactions has encouraged fans to establish microbusinesses by utilizing their skills, assets, and prior experience. However, the K-pop concert microbusiness ecosystem largely operates informally through fragmented social media platforms without clear regulations or standardized systems, creating challenges such as trust issues, scam risks, unclear coordination, and inconsistent service delivery. This study aims to examine how innovative solutions can be designed to address these challenges and generate value for all stakeholders within the ecosystem. The study employs Empathy Mapping to analyze behaviors and motivations of involved parties, alongside Customer Journey Mapping to examine step-by-step processes and identify pain points at each interaction stage. The findings are translated into innovation concepts using Doblin's Ten Types of Innovation and the Value Proposition Canvas to ensure alignment with user needs. Finally, Lean Canvas and Minimum Viable Product (MVP) frameworks are applied to translate concepts into implementable solutions. The results indicate that innovation focused on trust-building and coordination standardization plays a critical role in reducing uncertainty, improving service consistency, and supporting long-term business sustainability within the microbusiness ecosystem.

KEYWORDS	*K-pop Concert Industry, Microbusiness Ecosystem, Platform-Based Innovation, Lean Canvas.*

INTRODUCTION

The music industry has a tremendous influence on society, shaping people's identities based on what they listen to and where they experience it. With the advancement of music streaming platform technology, the growth of this industry has become increasingly sophisticated and far-reaching. Music has evolved into a powerful tool for spreading culture globally, transcending geographical boundaries and connecting diverse audiences worldwide (Aydın, 2024). Technological progress in the music industry has been particularly well utilized by East Asian countries, which have successfully gained popularity for their musical products while introducing their unique cultures into global circulation (Chen, 2016; Parc & Kim, 2020; Shin, 2017; Zhang & Negus, 2020).

The development of East Asian pop culture has significantly contributed to boosting the economies of these nations (Otmazgin, 2018; Peng, 2025). A prime example is the influence of K-pop, which, combined with other Korean industries including dramas, films, cosmetics, and fashion, has created a phenomenon known as the Korean Wave (Gorbach, 2023; Osman & Ismail, 2022; Singh, 2022). This cultural movement has had a substantial impact on the South Korean economy, with its influence rising steadily through the years. The industry managed to attract worldwide attention and reached a remarkable peak when one of its artists,

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PSY, dominated global music charts with his song Gangnam Style, which garnered more than one billion views on YouTube, marking a watershed moment for Korean music on the international stage.

The success story extends far beyond a single viral hit. The K-pop industry has succeeded in nurturing numerous famous names and groups such as SNSD, TVXQ, KARA, SHINee, BIGBANG, Super Junior, G-Dragon, 2PM, SEVENTEEN, TWICE, NCT, IU, BLACKPINK, BTS, NewJeans, and ILLIT (Cho & Lee, 2025; Lee, 2024). With an ever-increasing number of artists and diversified revenue streams, the K-pop industry has demonstrated its growing prominence, as evidenced by its ranking in the International Federation of the Phonographic Industry report, which improved dramatically by twelve positions from nineteenth place in 2002 to seventh place in 2022. The revenue from Korean content itself doubled within just five years, surging from 5.1 billion dollars in 2016 to 12.45 billion dollars by 2021 (Choi & Kwon, 2025; Mai & Pukthuanthong, 2021; Meigs, Smirnova, Rovida, Leist, & Hartung, 2018).

This rapid expansion of the K-pop industry is particularly evident in the Southeast Asian region, especially in terms of streaming consumption. According to the head of Spotify Korea's music team, K-pop streaming in the Southeast Asian region increased by 423 percent over a five-year period (Alexander, 2025; Kim, 2025; Trinh, 2023). Among the top ten K-pop consumers on the platform, four Southeast Asian countries feature prominently, with Indonesia securing second place, the Philippines in third place, Thailand in sixth place, and Malaysia in ninth place. These enthusiastic fans also share their passion through social media platforms, including TikTok. The 2024 TikTok annual report revealed that seven out of the ten artists with the highest number of streams in the Southeast Asian region are K-pop artists. Moreover, a study conducted by TikTok and Kantar found that users from Indonesia, Thailand, and Vietnam spend the most time engaging with K-pop content, with three out of five Indonesians willing to spend money to enjoy Korean music (Thwe, 2023; Xu, 2022).

In Indonesia specifically, data from Chartmetric reveal that the country contributes 18.47 percent of the K-pop fan base, making it the largest market share globally. According to Twitter data, Indonesia ranks as the fourth-largest K-pop fan community worldwide. Indonesian fans demonstrate remarkable consumer behavior, with studies showing they spend between 600 and 1,400 dollars annually on official merchandise, albums, and concerts, or between 200,000 and 700,000 rupiah for merchandise alone.

Concert attendance represents one of the biggest expenses for these dedicated fans. The first K-pop concert in Indonesia took place in 2009 when Rain performed following his popularity from the drama Full House. The success of this inaugural concert was followed by other performances, including 2PM in 2011 and Super Junior's three-day concert with 25,000 attendees in 2012. In recent times, K-pop concerts have become weekly occurrences, with forty-four events in 2023 and sixty-seven in 2024. Ticket prices range from approximately one million to 3.5 million rupiah, yet categories frequently sell out within one month.

Another significant example of East Asian pop culture is the J-pop industry, which actually preceded K-pop. Although its international popularity differs due to different strategic approaches, the industry generates substantial profits from both domestic and international markets. The Recording Industry Association of Japan reported a two percent sales increase in 2024, generating 149 billion yen. Luminate's report highlights J-pop's growth

in Asia, with Japanese music's share rising by 0.8 percent globally in 2023. J-pop fans spend sixteen dollars monthly on merchandise, which is 100 percent higher than that of general music listeners. In Indonesia, J-pop's market share increased by one percent in 2023, with artists like YOASOBI and Ado selling out concerts rapidly.

Behind their industry success, both J-pop and K-pop employ distinct strategies but share a common outcome of creating loyal and passionate fan bases. Both industries successfully connect fans with artists on a deeper emotional level, leading fans to develop new identities shaped by their connection to idols and fan communities. This phenomenon drives purchasing motivation that produces unique fulfillment. Several studies have explored fan fanaticism in both industries. Research on JKT48's fan base found that most fans fall within the seventeen-to twenty-five-year-old age group with exceptionally high concert consumption. Studies on K-pop identified young females, particularly teenagers and those in their early twenties, as the primary market, with monthly spending ranging from 500,000 to one million rupiah. These fans are typically students or young professionals who, despite limited income, pursue their hobby within their financial constraints.

Their consumptive behavior becomes particularly evident at concerts where fans spend money not only on tickets but also on accommodation, food, and merchandise. Many ancillary services have emerged, including makeup services, ticket exchange services, storage services, and device rental services. This spending represents more than mere consumption; it has become a cultural norm where fans seek the best possible experience. For instance, phone rental services enable fans to capture every moment and create memorable experiences, driving them to invest heavily despite the costs.

These consumption patterns reveal numerous business opportunities emerging from concert events. Service providers are often fans themselves who create businesses within their communities to navigate their economic circumstances. These opportunities reflect a sharing economy model that allows individuals to share goods, services, skills, or spaces with others. This phenomenon occurs due to the access economy, where opportunities arise from underutilized resources; the platform economy, where opportunities emerge through facilitated agreements; and the community-based economy, founded on trust and shared interests without formal contracts. Fans offer various resources, whether goods like phone rentals or services like ticket sales and accommodation, promoting them through communities during concert events. These peer-to-peer interactions occur entirely based on trust without formal agreements.

However, this business model has inherent drawbacks. Studies identify risks such as social inequality, financial fraud, and misuse of personal information. Without clear regulations and with insufficient trust, these risks become significantly pronounced. These concerns led to companies like Gojek and Tokopedia emerging to provide more secure, regulated platforms. Gojek exemplifies this by identifying motorcycle owners as potential partners while recognizing transportation issues, transforming the sector to become more reliable. This solution approach can address issues within cultural markets surrounding K-pop and J-pop fan communities in Indonesia, building more secure and trusted environments for all parties.

Recognizing this opportunity, BCD, a growing small business specializing in smartphone rental services, has expressed interest in expanding its business model. Founded

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in 2024, BCD offers affordable alternatives to access mobile technology without purchasing devices, primarily serving students and young professionals needing the latest smartphones for recording concerts. After discovering that people rent smartphones for concert purposes, the founder leveraged unused devices and conducted market research, finding it a promising opportunity. After one year, the business serves over thirty customers with five million rupiah in monthly revenue. BCD believes a dedicated platform could bridge individuals within these communities, enabling both service providers and users to conduct convenient transactions in a secure environment. By facilitating safer peer-to-peer transactions, the platform seeks to promote sustainable consumption within the sharing economy inside these passionate fan communities, addressing visibility and security challenges that currently plague the informal market ecosystem.

This research aims to understand the factors that influence business conditions within the K-pop concert industry, propose innovative solutions that address the key challenges faced by businesses operating in this sector, and explore strategies for creating value through innovation within the industry. The scope of this study focuses on microbusinesses operating in the K-pop event industry in Indonesia, particularly examining digital solutions in the form of business models and platform features designed to address issues related to visibility and transaction security. The research adopts a mixed-methods approach by utilizing qualitative data obtained from user interviews and desk research, as well as quantitative data collected through questionnaires and publicly available resources. The findings are expected to contribute to the development of a business concept and platform design that can support a more structured, secure, and efficient ecosystem for microbusinesses in the K-pop concert industry.

METHOD

Data were collected to identify existing issues and analyzed to support the development of practical and relevant solutions. The study applied a mixed-methods approach, combining qualitative and quantitative research methods. The qualitative method was used to explore in-depth perspectives and experiences of microbusiness providers and customers through semi-structured interviews. The quantitative method was then used to validate and generalize the qualitative findings through questionnaire-based data collection.

Data collection was conducted using interviews and questionnaires. Interview participants consisted of microbusiness providers and customers who had been involved in K-pop events within the last year and were selected using purposive sampling. The results of the interviews served as the basis for developing the questionnaire, which was distributed online through social media platforms and K-pop community networks across Indonesia.

Qualitative data were analyzed using thematic analysis to identify key patterns and themes. Quantitative data were analyzed using descriptive statistics after passing validity and reliability tests. The results of these analyses provided insights into respondent perceptions and ensured the accuracy and consistency of the data, supporting the development of effective and user-centered business solutions.
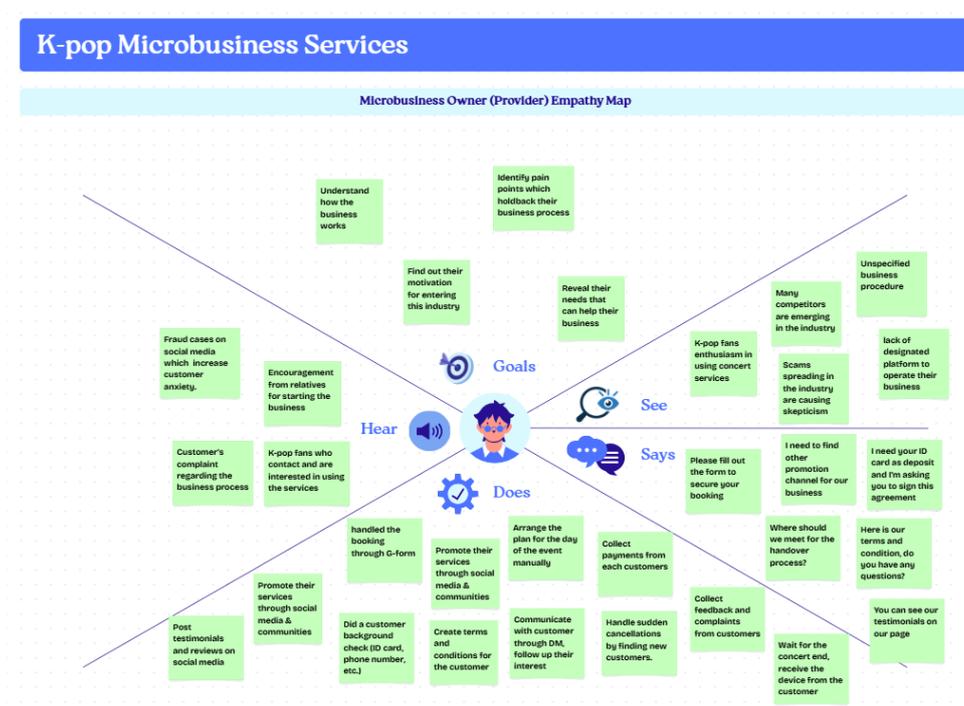
RESULT AND DISCUSSION

Empathy Map

In order to understand the operations of microbusinesses within this industry, the author decided to start by analyzing the behaviors, motivations, and opinions of each individual involved in the industry. This approach will enable the author to comprehend the business process as experienced by individuals from their perspective, which can't be obtained from the author's personal standpoint.

In the previous chapter, the author interviewed individuals from two seperate groups, customers and providers. These groups offer distinct perspectives which compliment each other. In order to present these perspectives, the author produces two empathy maps that illustrate the microbusiness operations from each perspective.

1. Provider Empathy Map

Provider is an enabler of the concert microbusiness industry. They were the one who made the industry itself based on their experiences during concerts. They usually started as concertgoers which makes them understand the point of view of K-pop communities and their needs. This empathy map will guide us to the understatement of their perspective on why they establish their business, how they are doing, struggles, and their plan to overcome that. Below this paragraph, we can see the empathy map based on author's interviews with 12 providers from three different specialties (phone rental, open trip, and make up artist). The author will explain the empathy map quadrants by providing evidence or statements obtained from the interviews.
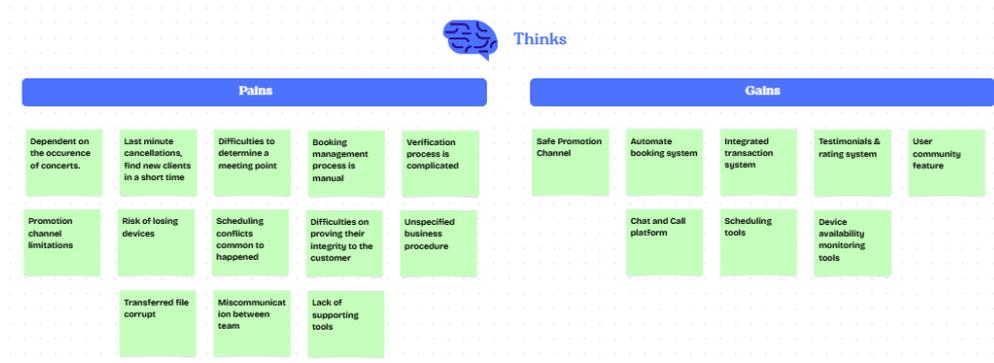

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Figure 1. Provider Empathy Map
Source: Author's analysis based on interview data (2025)

a. Goals

This section explains the main objectives of the empathy mapping process in understanding providers within the K-pop concert microbusiness industry. The goals focus on identifying why providers decide to enter the industry, including their personal motivations, external influences, and commitment to sustaining their businesses. In addition, this section aims to examine providers' current operational processes, identify existing problems and limitations, and uncover explicit or implicit needs. These insights are expected to support the development of solutions that can improve efficiency, credibility, and long-term business sustainability.

b. See

Providers observe strong enthusiasm from K-pop fans, which creates promising business opportunities and encourages many individuals to enter the industry. This enthusiasm is viewed as both a creative outlet and an economic opportunity that drives service innovation. However, providers also see intense competition, widespread scams, demand uncertainty, and the absence of standardized business procedures. These conditions hinder operational stability, create trust issues, and make it difficult for providers to plan and scale their businesses effectively.

c. Hear

Providers receive encouragement from family members, peers, and K-pop communities, which plays a significant role in motivating them to start their businesses. Positive feedback and direct customer inquiries often reveal unmet market needs and strengthen providers' confidence in offering their services. At the same time, providers hear negative stories related to fraud, device theft, and service failures circulating on social media. These narratives increase caution among both providers and customers, influencing how providers manage risks and communicate their legitimacy.

d. Say

Providers commonly express statements related to booking procedures, such as requesting customers to fill out forms and agree to terms and conditions. These statements reflect efforts to reduce misunderstandings and establish basic agreements in an informal market environment. They also express concerns about ineffective promotion channels, the need for stronger security measures, and the importance of testimonials. Through these

expressions, providers attempt to build trust, maintain transparency, and differentiate themselves from competitors.

e. Do

Providers carry out various actions across pre-service, booking, service delivery, and post-service stages. These actions include intensive promotion through social media, direct communication with customers, manual data collection, verification processes, and coordination during concert days. After service delivery, providers actively request feedback and testimonials to maintain their reputation and attract future customers. However, reliance on fragmented and manual tools often leads to inefficiencies, miscommunication, and operational errors.

f. Thinks

Providers are concerned about internal challenges such as manual booking management, coordination difficulties, lack of standard procedures, and high mental burden in preventing fraud. These issues affect service quality and increase operational risks. They also worry about external challenges including event dependency, last-minute cancellations, limited promotion channels, and security risks. In the future, providers expect integrated platforms, standardized systems, and better communication tools to support business growth and reduce uncertainty.

2. Customer Empathy Map

After analyzing the providers' perspective, the Customer Empathy Map plays a crucial role in validating key assumptions. This step helps determine whether the identified problems and proposed solutions align with customer needs or merely based on provider assumptions. By examining the customer insights, it ensures that the proposed system addresses real customer pains and expected gains, rather than solving problems that customers may not prioritize. Similar to the previous empathy map, the customer empathy map was developed using interview data from 12 respondents who had experienced and understood the entire service process of the microbusiness. The empathy map below was built based on evidence or statements expressed by customers.
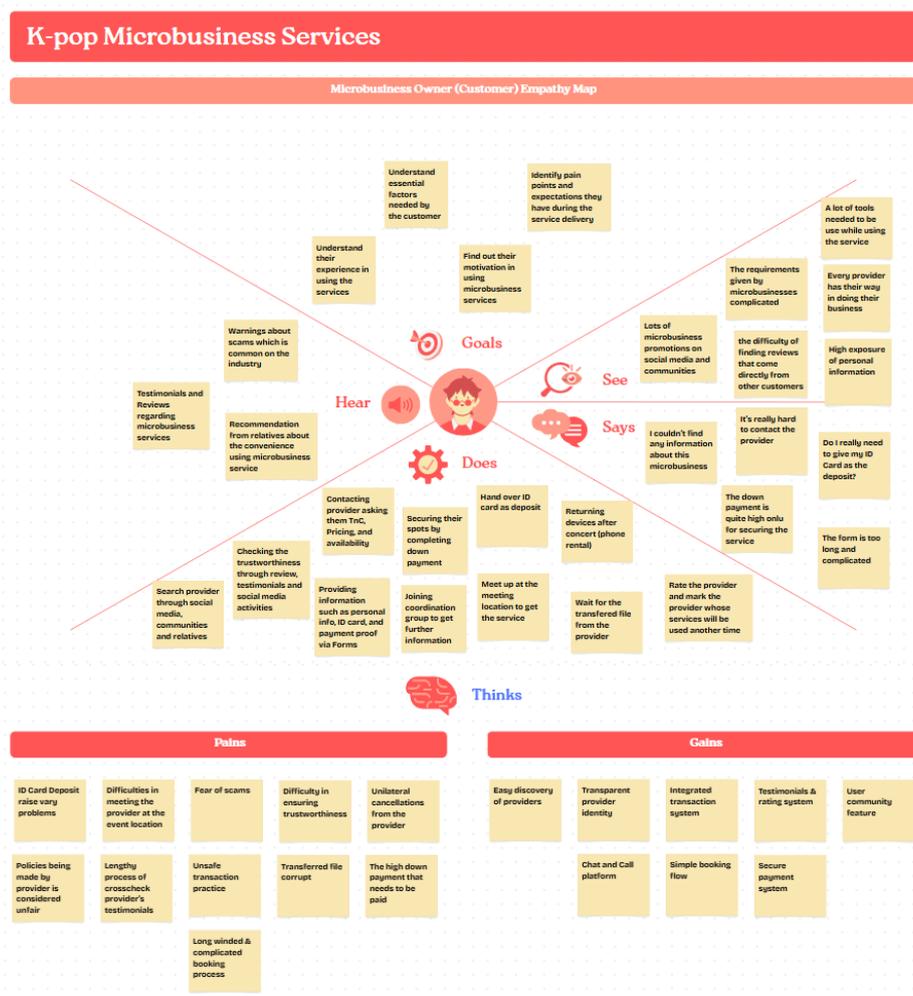
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Figure 2. Customer Empathy Map
Source: Author's analysis based on interview data (2025)

a. Goals

This empathy map begins by defining the main objectives from the customer's perspective when engaging with microbusiness services in K-pop concert events. The goals focus on understanding the overall customer experience, starting from the search and booking phase to service delivery and post-service evaluation. In addition, this section aims to identify customer motivations for choosing microbusiness services despite the risks involved, the factors they prioritize when selecting providers, and the challenges they encounter. These insights are intended to support the development of solutions that better align with customer needs, expectations, and values.

b. See

Customers observe extensive promotional activities by microbusiness providers on social media and within K-pop communities, which serve as the primary source of service discovery. While these promotions increase awareness, customers struggle to distinguish trustworthy providers due to the lack of verification mechanisms. Customers also notice inconsistent procedures, fragmented transaction tools, limited credible reviews, and high exposure of personal data. Different requirements across providers, such as ID deposits and lengthy forms, create confusion and raise concerns about privacy and security.

c. Hear

Customers hear testimonials, reviews, and recommendations from friends, communities, and social media, which strongly influence their decision-making. Positive word-of-mouth often encourages first-time use and helps customers identify providers perceived as reliable. At the same time, customers frequently hear warnings about scams, fraud, and service failures. These negative stories increase customer caution and shape their expectations, making trust and security key considerations before engaging in any transaction.

d. Say

Customers commonly express frustration about the lack of reliable information regarding providers, stating difficulty in verifying legitimacy despite extensive searching. They also complain about communication difficulties, especially during peak periods near the concert day. Other statements reflect dissatisfaction with high down payments, complicated booking forms, and requests for ID card deposits. While customers understand the need for security, they expect fairer policies, simpler procedures, and better protection of personal data.

e. Do

Customers actively search for providers through social media, communities, and personal recommendations before independently verifying reviews and testimonials. This process is time-consuming due to the absence of a centralized and credible platform. During booking and service delivery, customers fill out forms, pay deposits, coordinate through multiple platforms, attend meet-up points, and return rented items. After the service, they wait for file delivery, provide feedback, and bookmark trusted providers for future use.

f. Thinks

Customers are concerned about risks such as scams, unfair policies, ID card deposits, unilateral cancellations, and poor coordination. These issues generate anxiety, frustration, and hesitation when using microbusiness services. Looking forward, customers expect transparent provider identities, standardized procedures, reliable review systems, integrated booking and payment tools, and secure communication channels. These improvements are seen as essential to building trust, convenience, and long-term confidence in the microbusiness ecosystem.

Customer Journey Map

Customer Journey Map, as the name suggests, functions as a visual representation of customer activities in order to achieve a goal. In this study, this map illustrates the customers and providers interactions on each stage inside the K-pop concert ecosystem. It captures both perspectives regarding the goals, touchpoint, channel, pain points and their experiences. This map will visualize moments between customers and providers that require closer attention. In the end, this map will be one of the analytical bases used to help improve the existing ecosystem.

1. Provider Journey

This journey map is created to show the actual activities of providers when providing their services to customers during the K-pop concerts. It reveals on how the providers run their businesses start from identify the demand, promote their business, attract customers and preparing their operations, guide customer throughout the booking and payment procedures, deliver their services, and post-concert activities including gather testimonials and reviews.

Discover stage represents the first stage carried out by the provider where they are trying to see the demand of the K-pop enthusiasts for their services at specific concerts. This is done by observing fan enthusiasm on social media platforms. Another method is by reviewing the concert announcements from the promotor as high engagement on official channels often reflects huge audience enthusiasm. As mentioned by PR01, providers find leads through social media and promotor websites to assess whether the demand of their service is high. However, PR01 concern over the heavy dependence of their business on concert events, as this results in high demand volitatility which is not good for business growth as the revenue becomes unpredictable. The changes to the schedule or cancellation of the concert event are also one of the pain points they expressed which also threatens the consistency of income flow. Overall, they have satisfying experience of this stage which can be seen from their hopeful and excitement feeling. Their statement "should open the business on this event" indicates their optimism towards the potential demand and opportunity for their business.

In the consideration stage, providers began focusing towards attracting and convincing potential customers in using their services. PR02 mentioned they start this stage by designing promotional poster and the announcement caption contains service information and call to action encouraging customers to contact them via direct message. In addition, providers prepare terms and conditions that are adapted to the specific event, as mentioned by PR05. They also compile testimonials and reviews from previous customers which is important as customer see the truth of providers in offering their services mentioned by PR02. Then they set up the tools used in their business processes such as Google Forms, Google Sheets, and WhatsApp groups, preparing necessary devices (phone, make up, transportation) and determine the pricing of their services mentioned by several providers including PR07, PR09, and PR12. This interaction takes place across multiple channels such as community broadcasts, provider social media accounts, customer feeds, and word-of-mouth channels.

Several difficulties occurred at this stage including the one mentioned by PR05 regarding intense competition which made the provider look for ways to increase their visibility. Another challenges relates to fragmented promotion channels, each with their own regulations that providers must comply with. This was mentioned by PR03 and PR10 who concern promoting their services aggressively on Twitter, as the system could indicate their activity as a spam. The manual operational tools also mentioned several times by several providers including PR01 and PR08. PR01 complained about the manual booking management which takes a long time to prepare. Meanwhile, PR08 mentioned that the limited preparation time available makes it difficult to set up and manage manual tools effectively. Lastly, the problems that felt by all of the providers is the difficulties on convinving customers about their credibility. In current situations, method available to them is sharing testimonials and reviews from previous customers. However, this effort is considered insufficient as many customers remain skeptical which becomes significant challenge for providers. A statement which describes their current situation "It's really hard to attract customer. Will I get customers for this concert." Reflects to their doubtfulness about the uncertainty of their efforts and outcomes.

The purchase stage reflects the transactional activities handled by the providers after the customers decided to use their services. At this stage, providers respond to customer inquiries,

as highlighted by PR06. Providers then send booking forms to customers who wish to secure their spot, followed by cross-checking the submitted data and verifying proof of down payment that is applied to all the providers. Finally, customers are invited to a coordination group planning the meeting schedule and location on the day of the concert as described by PR11 and PR12. These interactions take place in several platforms such as Direct message, Google form, Getcontact, mobile banking and Whatsapp group. The most common pain point inside the stage includes difficulties in handling numerous inquiries at the same time especially when the provider needs to provide comprehensive information about the terms and conditions as mentioned by PR06. Deciding on the schedule and meeting location also mentioned as a pain point at this stage by PR03 One of the most significant challenges at this stage is the time consuming and complicated process of crosschecking customer data and verifying proof of down payment, as mentioned by PR08 and PR11. This crosschecking process done manually by the provider which raises human error risks. The overall emotion of the provider in this stage mostly filled with exhaustion and frustration, as their business processes started to become complex without any support tools that simplify their activities. The statement that can describe their current emotion is "There are a lot of things I need to do at once. I also need double check of everything." describe their manually managed operations.

Retention period describes the concert day operations, where providers deliver the services needed by customers. PR06 mentioned meeting customers at designated locations based on customer's preferences in order to provide makeup services. Other providers, including PR09 and PR10, who offer phone rental services, require customers to submit an ID card as a deposit and sign a statement letter. Lastly, most of the providers collect the remaining payment including PR01 and PR02. Communication channel is conducted through in-person interactions and Whatsapp groups. For the challenges, provider face coordination challenges which mentioned by most providers related to communication barriers mentioned by PR03 and difficulty locating customers in crowded venues as mentioned by PR11 and PR12. Team miscommunication was one of the problems caused by human error experienced by PR10, while the corrupted data caused by the system can also happen mentioned by PR09. Lastly, hit & run customer become a huge concern felt by all providers due to the absence of reliable security system. This stage being seen as an exhausting, demanding and anxious process emotionally which described by "It's quite draining for me since I have to be on standby all day. I truly hope that the customer doesn't do something I don't want to happen." quotes which indicates the long, anxious and exhausting process that the provider must go through.

Lastly, at the advocacy stage, providers begin focusing on post-service activities related to retaining existing customers and develop promotional materials. This is done by asking their customers by sharing their reviews and post the testimonials on their promotional channels. Most of the time they did this through social media, but they sometimes share the testimonials through word-of-mouth. However, the lack of a platform for displaying reviews hinders their efforts because it is considered unverified information. This is the reason why most of the providers include PR03, PR06 and PR10 expressed the need for a platform that could support this issue. Emotionally, providers feel relieved after successfully completing their business process as reflected by this statement "Finally the concert ends. It's time to get ready for the next concert."

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2. Customer Journey

Customer Journey Map represents the process experienced by K-pop concertgoers while using microbusiness services such as phone rental, make up artist and open trip concert. This map reveals the interaction points between customers and providers based on customer's perspective, highlighting the challenges encountered during each interaction and the customers' emotional experiences throughout the journey. The map will discuss the activity during the discovery of the provider to the post service.

At the discover stage, customer identify potential provider and assess their reliability and trustworthiness. Several activities are carried out at this stage, including seeking recommendations from relatives and friends as mentioned by CS04, CS05, and CS07. In addition, most of the customers including CS11 and CS12 use social media search bars using keywords such as "rent HP" or "#zonauang" and scroll on timeline features gather further information about the providers. Meanwhile, few of customers searching for information through online communities such as CS02 and CS03. While the process seems simple, customers still face challenges in identifying trustworthy providers. As mentioned by CS02, getting detailed information about providers is difficult ue to the absence of a platform that accommodates this need. Moreover, most providers perform an aggressive promotional strategy, where the channels being filled with spam which complicate discovery of the provider. This is the reason why customers including CS05 and CS08 demand a platform who gives its user clear information about other users. The overall experience being felt by customers are curious and cautious as reflected by "Everyone has been talking and recommend me using these microbusinesses. Are these services even legit?" which indicates customer's curiousity and interest before engaging with the services.

During the consideration stage, customers compare and evaluate multiple providers options. This process involves searching for testimonials and reviews which can be obtain directly from providers or from other customer. This activity becomes one of customer's concern including CS02 and CS09 which affecting their confidence in their future experience. Crosschecking provider's data across multiple sources such as social media, Getcontact, and community discussion is another crucial step done by several customers including CS03 and CS06 who have the same goals as the previous respondents. While checking provider data, all of the customers begin interacting directly with providers through direct messages to inquire about service details, including terms and conditions as mentioned by CS05 and CS11. These activities reveal several issues that arise during the process. The first issue, as CS03 mentioned, is that checking testimonials takes a lot of time and may not be accurate, which makes it hard to tell if a provider is trustworthy. CS06 added that it's hard to find reviews from other customers. Slow provider communication also disrupts the customer activities. Because of these issues, most customers feel uncertain about the providers reliability and anxious whether they can trust the services provided. Statement "The testimonials seem legit. However, anyone can post nice reviews and nice screenshots. I wish I could tell which providers are actually reliable." describes customer mental state in which customers feel uncertain about whether to continue the process or explore alternative options.

In the purchase stage, customers attempt to secure the service by completing the administrative process made by the providers. All the respondents agree that in order to secure provider's service, customers are required to complete forms provided by the service

provider, consist of information such as names, phone numbers and service specific information. Additionally, customers require to attach proof of down payment, while phone rental services have an extra requirement where customers must submit a copy of their ID card. Several customers including CS03 then being invited to coordination group to get further information about the procedures on the event day. Pain points at this stage include the high down payment which needed to be reduced mentioned by CS09, and unnecessary information sharing which open up the misusage concern mentioned by CS07. CS01 mentioned about their unwillingness to pay a down payment due to the lack of assurance from the provider. Lastly, CS03 mentioned about obtaining a refund is impossible, especially as the event date approaches. Despite these challenges, most of the customers feel relieved as they successfully secure their spot in using the services. However, they still have this anxious feeling due to the uncertainty about the transaction. Their statement which reflects their current state of mind is "Finally I can secure the service. I really hope they don't ghost or scam me." that describes their sense of relief and the lingering concern leading up to the concert day.

The Retention stage describes customer's activities during the concert day. First, customers meet the provider around the concert venue followed by the handover process, submitting an ID card and signing statement letter for phone rental service. Customer will then be being asked to complete the remaining payment before getting the service. Common challenges on this stage include difficulty on communication to coordinate about the meeting location at the venue mentioned by CS07 and CS12, the requirement to submit an ID card as a deposit also is perceived as burdensome by several customers including CS01 and CS07, unilateral cancellation due to provider's miscommunication mentioned by CS05, and the poor quality of services including provider's unresponsiveness and corrupt data files mentioned by CS06 and CS09. At this stage, most customers feel relieved despite the stress they experienced, as they have received the services they needed. Their statement "I'm excited I can finally use the service, but before doing so, I was stressed out by a number of things today." describes their enjoyment in experiencing the services they have been waiting for a long time.

Finally, the Advocacy stage shows customer's post-service behavior. At this stage, customers shared their expe riences to the providers and their relatives. This is done by sharing concert photos they took as provider testimonials, posting their experiences on social media, and recommending the services to their relatives. However, the lack of a designated platform to accommodate these activities becomes an obstacle for customers seeking reviews and for providers attempting to build trust in their services. Mentioned by most of the customers that this specific platform is one of their main expectations for the future of the industry. Customers generally feel happy at this stage after successfully through all the process. This situation describes by this statement "I'm so happy as I had an extraordinary experience. I hope that I can share my reviews which can help the provider." which shows their desire to share their experiences within the community.

Doblin Ten Types of Innovation

The Doblin ten types of innovation is a framework that conceptualizes innovative strategies which can be implemented on different aspects of the business including pricing, operations and service experiences. This framework offers solution beyond product features

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and focusses on solutions across three key aspects of a business which are configuration, offering, and experience. In this study, the framework used as an interpretation of pain points obtained in the analysis on the empathy map and customer journey map which being translated and categorize into several innovation concept designed by the framework addressing issues within the concert service industry.

1. Provider-Oriented Innovation Types

In the previous sections, it has been explained about the activities carried out by providers in developing their business. In carrying out these activities, there are several problems and obstacles on their business process including their dependency of concert, fierce competition, trustworthiness, manual operations, and many other. The customer journey map identifies 18 pain points on the provider business process, which the author grouped into six categories based on issues similarities. These pain points were analyzed and mapped into several solution types and tactics provided by the framework that can be used by the company to help providers. The table below mentioned the tactics that are considered to address the existing problems.

One of the challenges faced by providers in running their businesses is unstable demand, as their business activities are highly dependent on the occurrence of concert events. Because concerts are seasonal activities with no fixed frequency or schedule each year, providers experience income instability. Mitigate the issues, the proposed innovation applies channel, profit model and network innovation. Channel innovation through go-direct tactic serves as the primary approach to addressing demand instability by enabling providers to clearly display their services inside a platform which can be seen by customers. This reduces provider's dependence on specific concert events and creates opportunities to offer services beyond those events. This opens up opportunities to implement profit model innovation through the subscription tactic where providers can get important information about featured listing for all events, priority match with customers, and insurance coverage for cancellations. This subscription will use a seasonal structure, in which providers pay on a quarterly basis to gain access to information and features for the upcoming three-month period. Lastly, network innovation through the complementary partnering will be implemented by partnering with concert promotor to get important information that can be shared with providers. In return, these promotors will have the opportunity the exclusive marketing inside the platform. This innovation are inlined with most of the providers desire including PR02 and PR03 who mentioned about the information sharing about their services.

Another challenge faced by the providers is the promotion challenges and weak differentiation of each providers. Currently, providers operate their business inside a highly competitive market across fragmented channels with limited visibility and standardization. This makes it difficult for providers to clearly showcase their services, particularly as the number of businesses adopting aggressive promotional strategies. Counteract this issue, the channel and profit model can be proposed. Channel innovation through go-direct approach is considered effective in solving this challenge by enabling providers to directly showcase their services to customers through a designated platform. Promotional activities that were previously conducted across multiple platforms with unclear visibility, can be shifted to a centralized platform that have clearer exposure. Supporting this idea, the profit model through switchboard tactic would be the best complementary innovation where all of the providers

have the same opportunity to compete and showcase their services, without the need and relying on aggressive promotional strategy. This innovation inline with the demand of most providers including PR04, PR05, and PR08 that needed a specific platforms which gives them freedom in promoting their business.

Trust and verification also become one of the important problems among providers. Providers inability to convince customers of their reliability and trustworthiness, difficulties in providing comprehensive service information, challenges in verifying potential customers, and inability to share testimonials and reviews regarding provider's services represent key issues that need to be addressed. Several innovation types including service, process, brand and customer engagement being used are employed to address these problems. Brand innovation being the main types of innovation used to address the emerge issues through transparency and certification. Transparency helps increase the visibility of the providers profile which currently cannot be provided in existing channels that support customer trust, while certification act as auditing and verification tools for providers listed on the platform. Process innovation through user generated tactics and service innovation through user communities become one of the supporting tools for main innovation. User-generated allowing users to share experiences and aspirations based on complete transactions. For example, providers can post customer testimonials after the transaction process is completed. User communities have the same function where providers and customers can communicate with their peers, discuss all the topics regarding their process. Lastly, customer engagement innovation through curation helps filter users who enter the platform. In addition, community and belonging tactics inviting all users to interact, turning the platform into a large community space to discuss microbusiness transactions. All of these innovations represent inputs from providers including PR07, PR11 and PR12.

The reliance on manual systems is another challenge faced by providers, as it leads to inefficient business processes. Current procedures are done manually including form creation, data collection, scheduling, coordination, and the verification of submitted forms and payments. These manual procedures increase provider's workload, the risk of human error, delays, and cancellations. The proposed innovation includes structure and process types. Process types through process automation and standardization would be the main innovation guiding providers into streamlined processes and workflow. Process automation systematizes manual tasks, including data verification and scheduling. Meanwhile, process standardization serves as a policy framework that unifies provider procedures into a standardized workflow. In addition, structure innovation through knowledge management become an important additional system which helps providers get the same information equally, especially platform regulations, customer data, and operational guidelines. This type of innovation demanded by providers including PR03 and PR08.

Another concern of providers relates to the communication and coordination process. Providers often experience unresponsive communication platform, overwhelming volumes of customer inquiries, and miscommunication which negatively affect the service experience for users. Resolve this coordination problem, process and service innovation are being implemented. Process innovation through process automation could be implemented by developing a chatbot that can help providers in responding to frequently asked questions, with content that can be customized according to their needs. Moreover, several automation

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process including reminder/notification feature, automatic booking confirmation, and transactions verification will reduce the communication burden between providers and customer. Other than that, as the coordination throughout the business process os problematic, service innovation through total experience management is needed which manage the business process being connected with each other that can ensure providers and customers understand what process stage they are doing at specific time. This innovation aligns with the needs expressed by PR06 and PR12 for a clear, detailed, and accessible process flow for all users.

Transactional risk represents the last pain point mentioned by providers. This includes the inconsistency of service providers and unilateral cancellations by both customers and providers. This issues become a problem for the continuity of the provider's business by creating uncertainty and distrust inside the transaction which increases the possibility of unilateral cancellations. Process standardization must be used as the main innovation as it will help structure the process being performed by all providers, enhancing providers capabilities while providing services. Protecting both customer and providers, Float tactics can be used, as this turns the platform into a container for transaction fees (escrow). Through guarantee tactic, the platform determines which party is entitled to receive the funds after several requirements are fulfilled. This innovation concept inlined with several providers demand including PR02 and PR04 that mentioned about a standardized, user-friendly integrated transaction system.

In conclusion, Doblin's ten types of innovation framework propose several innovative solutions particularly in process, service and channel innovation types enhancing the providers business operations by strengthening trust, unifying procedures, and transforming interaction process. These innovations enable providers   to   transition   from   event-dependent microbusinesses into more stable and professional service providers.

2. Customer-Oriented Innovation Types

In this section, the Doblin Ten Types of Innovation framework is applied to address customer-side challenges based on the findings of the analysis presented in the previous section. Based on Customer Journey Map and Empathy map, customers encounter several similar issues including identifying trustworthy provider, fragmented discovery channels, lack of providers validation, coordination issues, transactional issues, privacy concerns, and inconsistent service delivery. Similar to the previous section, the framework will be used to identify innovation concepts within the configuration, offering, and experience categories to enhance the user experience.

One of the challenges faced by customers is trust and verification. Customers struggle determine the trustworthiness of the providers and asses the credibility proof provided by the provider. This step is crucial for most of the customers as this enhances customers sense of security when conducting transactions with providers. At present, determining provider credibility is difficult due to the manual process. Moreover, lack of dedicated platform to support this activity resulting in unreliable information. To address this issue, the implementation of brand, service, process and customer engagement innovation is proposed. The main innovation, brand type innovation, being implemented through transparency and certification tactics. Transparency let customers access clear and reliable information about providers, that can enhance their trust, while certification serves as an indicator for provider which has been verified and will be a platform guarantee given to customers. This is further

supported by user-generated features from process innovation, which allow users to create industry related content under strict platform supervision. There is also user communities tactic that function as a discussion forum where customers can seek information about providers and application processes. Lastly, customer engagement being implemented through curation and community & belonging. Curation becomes a mechanism to screen users before they enter the application while community & belonging will build large user community which provides an opportunity for all users to discuss and provide information regarding the development of the industry. CS06 and CS08 addressed this type of approach, which they believe will significantly help them.

Customers also face significant challenges due to fragmented channels. In current situations, customers explore multiple channels to get information related to providers. The situation is further worse by spam created by aggressive provider marketing and by scammers who take advantage of user unawareness. Besides from that, customers express a desire to provide feedback and testimonials, but the lack of a dedicated forum prevents their desire. To resolve this issue, channel innovation being implemented supported by profit model and service innovation. Channel innovation through go-direct tactic allows customers to interact directly with providers on a dedicated platform. This ensures provider visibility, enabling customers to compare and choose among multiple providers. This opens opportunities for the platform to apply a switchboard profit model that connects multiple providers with multiple users. Lastly, service innovation can be implemented by user communities, which serve as platforms for information relating testimonies and reviews. This aligns with the expectations of most of customers, including CS02 and CS12, concerning interconnection inside the industry.

Another huge concern is the lack of validation of the providers. Trusted validation is usually obtained from the experiences of other customers. This makes testimonials and reviews from other customers are the important information frequently searched by customers. However, it is hard to get the reviews from the other users. Because of this, customers have to spend a lot of time validate information about providers, even though the results are not reliable. To address this, the platform integrates product performance, service, brand, and customer engagement innovations. Brand innovation will be the main innovation as it helps display clear and reliable information such as histories and feedback that strengthens provider data validation. As one of the problem regarding the difficulty of access, product performance through ease of use tactics helps simplify the system which ensures customers access the information quickly. This is supported by user communities tactic that function as an additional forum for data validation, enabled through the community and belonging tactic, which strengthens user participation within the platform. CS01 and CS09 point out this solution as they argue that existing systems are unreliable.

Communication issues happen for customers when poor coordination with providers creates significant barriers to communicate effectively. This happens due to the unresponsive providers, unreliable platform and difficulty in meeting provider at the concert venue. This poor coordination occurs at all stages of service delivery which negatively affects the overall customer journey. This issue can be addressed through the implementation of process and service innovations. Process innovation through process automation ensures consistent communication flows with the help of chatbot that can help responding to frequently asked

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questions. Several automation processes including reminder/notification feature, automatic booking confirmation, and transactions verification can be implemented reducing the coordination needs. This helps in creating a platform ecosystem that integrates all the business process and ensuring the users to understand what process stage they are doing at specific time which is being made by total experience management. CS07 and CS12 were among the customers who mentioned this type of solution.

Customers further experience transaction issues, particularly regarding the high down payment, no refund policy and the risk of unilateral cancellations. These issues create uncertainty and distrust among customers, as transactions involve high risk due to the lack of protection mechanisms for their payments. Addressing this issue, process standardization felt to be able provide secure options with the structure and policy which all users must comply that protect both parties from potential losses. Float (escrow) system for the transaction also become an option that can complement the structure that have been provided. Determining which party is entitled to receive the funds after several requirements are fulfilled can be implemented through implementation of guarantee tactic. Several customers, including CS10 and CS11, will express strong agreement towards the implementation of this system, as it improves the existing coordination structure.

Another issue frequently mentioned by customers is regarding the privacy issue. Their concerns covering personal information being shared with the provider, the needs of providing unnecessary information required by providers, and the deposit of ID card through the service process. This issue is of particular concern to customers, as sensitive personal information is accessed by parties without formal authorization. To address these concerns, the implementation of process, performance, and brand innovation would be the key. Process innovation through standardize process that can separate what is permitted and what is prohibited during the service delivery period. This standardization requires providers to implement procedures that are structured by the platform to ensure transactional security for customers. Safety and transparency aspects require careful interaction in this implementation which further strengthen customer trust and reduce anxiety related to personal data exposure. This approach supports customers like CS06, who demand to eliminate processes that violate privacy.

The final problem frequently encountered by customers during their interaction with microbusiness is the inconsistency of the service provides by providers. This includes services provided which below the standards, human error such as miscommunication, and technical issues such as corrupted data. Addressing this issue, innovation including process and service type can be implemented. Process innovation through process standardization become the main answer to improve the quality of services provided by all providers. This implementation will be complemented by service innovation through guarantee which functions as customers risk mitigation. All of these innovation considered capable of changing the service process into a more consistent process accordance with customer expectations including CS02 and CS03.

Overall, Doblin's ten types of innovation framework on the customers side shows the interconnected problems which can be solved with several concept innovations. The combination of brand, process, product system, and other innovation type solves key issues including customer trust, privacy concerns, unstandardize system, and inconsistent

coordination processes. These strategies contribute to the development of a secure, transparent, and user-friendly service system, which is essential for customers.

CONCLUSION

This study concluded that the main challenges in the K-pop concert microbusiness industry stem from its informal, unregulated, and non-standardized structures, which lead to miscommunication, service uncertainty, financial losses, and low trust due to frequent fraud and security issues. Operational inefficiencies are further exacerbated by complex and manual coordination processes, as well as the reliance on multiple non-integrated platforms that reduce credibility and service reliability. To address these issues, the study proposed a centralized intermediary platform designed to standardize workflows, integrate verification and security mechanisms, implement escrow-based payment systems, and structure communication processes to improve trust, efficiency, and service predictability. By functioning as a coordination and trust intermediary, the platform has the potential to transform fragmented peer-to-peer interactions into reliable and traceable processes, enabling sustainable value creation through reduced risks, improved operational reliability, and scalable monetization models such as subscriptions and transaction fees. Future research is recommended to examine the platform's implementation and user adoption in real-world contexts, as well as to evaluate its long-term impact on microbusiness sustainability and digital trust within the broader event industry ecosystem.

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