

The Development of Tourism Village Business Model (Case in Tourism Village of Kampung Bambu Banyuresmi)

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ABSTRACT

During Covid 19 pandemic, tourism village requires appropriate business model to sustain and survive in order to achieving organization goals. One of the adaptable business models is Business Model Canvas which able to convert complexity of business model into simplify and easy to understand. This research is trying to identify and map current business model of Desa Wisata Kampung Bambu, evaluate business model by SWOT analysis, formulate strategy for developing Desa Wisata Kampung Bambu, and creates design of Desa Wisata Kampung Bambu's Business Model Canvas. 6 respondents determined intentionally with purposive sampling method consist of 5 managers representative and 1 academician. There are four elements of Business Model Canvas chosen to be prioritize by Desa Wisata Kampung Bambu in order to revise their business strategy among others : Key Activites, Value Proposition, Cost Structure, dan Revenue Streams. Business Model Canvas result also reveals that Desa Wisata Kampung Bambu should make improvements to the model business along with strategy for business development in the future. As consequences, this would be impact to spending activity, potential revenue, primary activity, and Desa Wisata Kampung Bambu's value proposition.

ARTICLE INFO

Article History:

Received :

Revised :

Accepted :

Published :

Keywords:

Tourism village

Business Model Canvas

SWOT

JEL:

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INTRODUCTION

In the development of tourism, the concept of community-based tourism is increasingly considered as a more sustainable alternative, because it emphasizes the active involvement of local communities and their control over tourism development (Satyanegara et al., 2021). The concept of community-based tourism (Community Based Tourism / CBT) is a concept of developing a tourist destination through empowering local communities, where the community takes part in planning, managing and conveying opinions (Goodwin & Santilli, 2009). CBT is tourism that takes into account environmental, social and cultural sustainability aspects. Furthermore, CBT is a tool for community development and environmental conservation or in other words CBT is a tool for sustainable tourism development (Suansri, 2003).

Furthermore, the back to nature trend is currently dominating the tourism world, where tourists prefer to vacation in natural areas that are unique and add knowledge about nature and the culture in it (Astutik & Najib, 2016). On the one hand, one of the representations of community-based tourism development is the Tourism Village, where the concept of tourism development is still a hot topic of discussion in the media, as well as research themes both among non-governmental organizations and universities. As one of the synergies of government programs in this case the Ministry of Tourism, which is associated with the role of universities in research and community empowerment programs, a sustainable program is needed between the Government and Universities, as an effort to increase the efficiency and effectiveness of productive programs in sustainable tourism-based Community Empowerment.

There are tourism villages scattered throughout Indonesia, one of which is located in Pandeglang Regency, Banten Province, namely a tourism village located in Banyuresmi Village, Jiput

District, named Banyuresmi Bamboo Tourism village, or, Desa Wisata Kampung Bambu (DWKB), which was established in 2019. The potential of this village quite large, including natural wealth that is formed naturally (given resources) and artificial resources (artificial resources). So far, DKWB offers natural beauty such as rivers, agro education, outbound packages, camping ground, to rural cuisine. This means that the criteria needed for a village to be developed have been fulfilled by DWKB, namely: 1) Has product potential and attractiveness, 2) Has human resource support, 3) Strong motivation from the community, 4) Has adequate support for facilities and infrastructure, 5) Having supporting facilities for tourism activities, 6) Having institutions that regulate tourism activities, and 7) availability of land/areas that are possible to become tourist destinations. In other words, the existing criteria need to be developed into a business model, making it easier for DWKB to offer a value proposition to tourists.

Apart from the above potential, the lack of tourist arrivals during Covid 19 pandemic is a phenomenon that requires the design of the DWKB business model in order to achieve competitive advantage amid opportunities and threats such as the back to nature trend, the Tsunami and Flood natural disasters in Banten Province and Covid 19 so that the existence of the tourism village remains sustainable, providing economic benefits for local communities and tourism in the province of Banten. Every business actor certainly needs strategic planning to deal with environmental conditions like this and also the competition that may occur in the tourism industry.

The business model includes several components that make up a business that supports the existence and sustainability of the business. Coherently, Chesbrough & Rosenbloom (2002) define a business model as a heuristic logic that

connects technical potentials with existing economic values, then Al-Debei & Avison (2010) define a business model as an abstract representation of an organization. Furthermore, business model innovation is needed so that organizations can survive in the face of dynamic market changes, because market demands always follow the trends of time.

From the description above it can be concluded that a suitable business model in modern business is not only about maximizing transactions in order to generate as much profit as possible, but also how to design an innovative business model that can help business ventures survive and succeed. Teece (2010) has emphasized that business model innovation can in itself be a way out to competitive advantage if the model is clearly distinguishable and difficult to imitate by competitors and similar new entrants.

The business model, in addition to understanding consumer desires, must also have characteristics that are difficult for competitors to imitate. Creating a unique value proposition leads to the creation of unique values that can generate repeat customers (customers). Osterwalder et al. (2014) stated that understanding customer profiles through the Value Proposition Design Canvas helps business businesses to design appropriate products and services based on the customer's work, what they want, and what they don't want. When things go well, business becomes easy, but in the face of difficult times, such as the risk of competition, the low level of tourist visits and the Covid 19 epidemic that threatens the development of Tourism Villages, it is necessary to re-implement the basic principles of business in tourism villages. This is why the business model innovation for DWKB is important.

Referring to the description above, the formulation of the problem that occurs in carrying out a business strategy is how to find an appropriate

business model in the DWKB. Meanwhile, one business model that is successful in turning complex business concepts into simple and easy to understand is the Business Model Canvas (BMC), where Christensen (2001) defines a business model as a source of all competitive advantages possessed by an organization that distinguishes it from products or services. another company. The objectives of this research are (1) to identify and map the current business model of Kampung Bambu Tourism Village (DWKB) through a canvas business model approach, (2) to evaluate business model elements with SWOT analysis, (3) to formulate the strategies needed for the development of DWKB, and (4) designing the DWKB canvas business model development.

LITERATURE REVIEW

The tourism village is a form of integration between attractions, accommodation and supporting facilities that are presented in the structure of community life that is integrated with applicable procedures and traditions (Nuryanti, 1993). Tourism village is also a form of ecotourism (eco-tourism). In other words, ecotourism is a form of responsible travel to natural areas carried out with the aim of conserving the environment as well as preserving the life and welfare of the local population. It can also be interpreted that ecotourism is an activity that is environmentally friendly and can support biodiversity conservation (Li, 2006 in Baksh et al., 2012). According to GEN (2000 in Shodiq, 2009), eco village is a concept of spatial and regional planning that pays attention to the quality of the population and the ecological quality holistically because it involves all dimensions of the life of living things.

According to Nuryanti (1996), tourism village is an alternative to cultural tourism which is expected to be able to produce a multiplier effect because it does not only generate employment in the tertiary sector, but also fosters the growth

of the primary and secondary industrial sectors. The multiplier effect will support economic improvement through increased income derived from tourist visits. Therefore, the business model becomes a concept that is a source of excellence for tourism villages and includes several things that are components of the DWKB business. As an important concept that needs to be developed to develop the DWKB, identifying a business model in terms of creating value through continuous innovation requires a clear understanding of the unit of analysis it uses. This is where Boons & Lüdeke-Freund (2013) explain the value proposition as a core element of the business model, which is defined as the value attached to the products/services offered by the company. In this case, it is important for DWKB to have a business model and value proposition that can be offered to tourists.

The business model is defined as the way an organization offers a value proposition that ensures that value can be produced and that its target consumers have access to the product (Osterwalder, 2004). The business model is also designed to be used as a tool to take advantage of opportunities. The business model is also a description of the relationship between advantages and resources owned by the company, as well as the activities undertaken to acquire and create value, which makes the company able to generate profits.

In Indonesia, several studies have been conducted related to the development of business models using BMC. Some of them integrate BMC with SWOT analysis as done by Prasetyo et al. (2018), Firmiyanti et al. (2019), Wulandari et al. (2019), and Rusdiono et al. (2019). Meanwhile, Nurhakim et al. (2018) specifically recommend the necessary strategies based on the strengths, weaknesses, opportunities, and threats of the nine elements of BMC in developing a business model. BMC is the development of research by Osterwalder (2004) which is expected to help

understand, explain and predict the activities that should be carried out to generate profits for a company. BMC is used to understand the condition of an organization and innovate the business model of the organization (Qastharin, 2016).

RESEARCH METHOD

The study used primary data obtained from observations or field observations, questionnaires and conducted focus group discussions with DWKB managers and academic representatives. Secondary data was obtained by conducting a literature study. Determination of respondents was carried out intentionally (purposive sampling) and in determining respondents to analyze BMC using an expertise judgment approach, 6 respondents were obtained consisting of 5 DWKB managers and 1 academic representatives. Techniques and data analysis carried out include 1) Descriptive analysis of the current condition of the DWKB. 2) Mapping the DWKB business model by drawing a situation based on the nine elements of BMC through focus group discussions with respondents. 3) SWOT analysis of the nine elements of BMC, in order to obtain the strengths, weaknesses, opportunities, and threats of the DWKB. 4) DWKB's business strategy which refers to the results of the SWOT analysis. 5) improvement of DWKB's business model.

RESULT AND DISCUSSION

Identify the current DWKB Business Model

By referring to the research of nine elements of BMC from Osterwalder & Pigneur (2012), the canvas picture of DWKB's business model is illustrated in Figure 1. Customer Segments depict different people or organizations. So far, DWKB's customers are still dominated by customers from certain types of groups, such as local governments, communities, and academia. It was revealed that so far local governments, communities, and academia have been the dominant visitors to DWKB through activities organized by the group. The channels used by DWKB are in the form of channels through social media, flyers (brochures)

and Word of Mouth for the visitor community and tourism awareness groups (Pokdarwis) DWKB.

Customer Relationship describes the type of relationship that DWKB has built with its market segment. In this element, DWKB applies personal assistance to foreign tourists. Visitors directly contact and meet with DWKB managers or through Podarwis to find out the value proposition offered by DWKB. Revenue Streams describe the revenue streams generated by DWKB from its customer segments. DWKB Revenue Streams are obtained from entrance tickets, tour packages including consumption presentations, and Event Fees obtained from several local government agencies that organize activities at DWKB.

In supporting its business activities, DWKB has Key Partners consisting of several core partners, namely the Pandeglang Regency Government, the Ministry of Tourism of the Republic of Indonesia, BUMDES, and Sultan Ageng Tirtayasa University Banten who play a role in tourism promotion activities, formation, coaching, and mentoring of DWKB. Furthermore, DWKB's Key Activities were identified, including outbound activities and facilities as well as providing Tour Packages that

can be offered to group visitors, and Edutourism which can be offered to academic category visitors.

Key Resources describes the most important assets owned by DWKB in order to achieve its goals and is divided into two, namely tangible and intangible resources. Tangible resources are physical resources used for tourism services such as rafting facilities, flying fox, huts, and guest houses. In addition there are also natural resources such as rivers, water sources and garden land that produces agricultural crops and bamboo plants. Meanwhile, the intangible resources owned by DWKB are Village Youth who are members of Pokdarwis as well as managers of DWKB who are solid and have strong emotional relationships.

Value Proposition is the value offered by DWKB to customers. In other words, the Value Proposition describes the combination of products and services that create specific value for consumers. The products and services offered by DWKB are Outbound Packages at low prices with natural nuances with the local wisdom of the local community. Local wisdom is offered to visitors who take homestay packages, where in their

Key Partner	Key Activities	Value Proposition	Customer Relationship	(Customer Segment)
1. Government 2. BUMDES 3. College	1. Outbound 2. Education 3. Tour packages	Outbound Packages at low prices with natural nuances with the local wisdom of the local community	Personal Assistance	1. Community 2. Academics 3. Local government
	Key Resources 1. Natural Resources 2. Agricultural or agricultural products 3. Village youth 4. Tourism facilities and infrastructure		Channel 1. Social Media 2. Brochure flyer 3. Community Word of Mouth	
Cost Structure		Revenue Streams		
1. Maintenance Cost 2. Electricity costs 3. Employee salary costs		1. Tickets from tourists 2. Tour and consumption packages 3. Event Fees		

Figure 1. DWKB's Current Business Model Canvas
 Source: Processed Data 2021

daily activities they mingle with the people of the village. With the resources owned by DWKB, outbound is a superior service that can be offered to the market. Cost Structure is the composition of costs to operate the organization in realizing the value proposition provided to consumers. The costs incurred by the DWKB are divided into three; maintenance costs, electricity costs and the cost of salaries for management employees.

SWOT analysis of the nine elements of the DWKB Canvas Business Model

The SWOT analysis (Table 1) was carried out based on the focus group discussions that had

been carried out. This analysis was carried out on four SWOT assessment perspectives (strengths, weaknesses, opportunities, and threats) on nine elements of the business model whose results were aimed at evaluating the business model (Susanto, 2017 in Khairunnisa et al., 2019). The results of this analysis are used to refine the business model that has been applied by the DWKB so far and then create a DWKB development strategy so that it can be seen which elements can be optimized, improved, or changed for the sustainability of the organization in the future (Prabuwisudawan et al., 2018 in Khairunnisa et al., 2019).

Table 1. Results of SWOT analysis based on nine elements of BMC in DWKB

Elements	Strength (S)	Weakness (W)	Opportunity (O)	Threat (T)
<i>Key Partner</i>	Long-term partnership with BUMDES, networks and programs from the local government, and regular mentoring from universities	Consistency of program implementation by DWKB	There are events from the Tourism Office and other related institutions that have not collaborated yet	Covid 19 causes uncertainty about the implementation of the cooperation program, on the other hand, other tourism villages are more active in coordinating with the Tourism Office
<i>Key Activities</i>	Abundant Natural Resources and the solidity of DWKB management.	There is no insurance guarantee attached to outbound activities, limited development and Human Resources of management	New rides and products that utilize natural resources (outbound facilities and bamboo crafts)	Unstable natural conditions; the river sometimes recedes, so rafting cannot be carried out.
<i>Key Resources</i>	Natural resources, especially bamboo, are abundantly available	Depending on the availability and natural conditions, while the quality of bamboo is still low and the lack of personnel who maintain outbound equipment.	The extent of vacant and wild land that has not been utilized and the potential for employment in bamboo crafts	The number of bamboo has decreased due to the construction of settlements and the low interest of the local community in bamboo handicraft activities
<i>Value Proposition</i>	Low prices compared to other similar tourist attractions, harmonious village local wisdom and available outbound trainers.	Promotion, Distance and location, Innovation and Popularity	Being a complete tourist destination option including outbound, adventure and education, WOM the surrounding community, there is potential for bamboo handicraft products	The Covid-19 pandemic has reduced tourist arrivals. Competitors feel more creative and located closer to the market, shifting visitor interest to other destinations
<i>Customer Relationship</i>	Emotional relationships and hospitality make relationships with consumers entwined with kinship, friendship and trust	Customer dissatisfaction has not been identified and well documented.	Local wisdom, trust, friendship and hospitality can potentially reach a wider range of customers	Worries about the spread of visitor dissatisfaction that have been conveyed to the public but have not or have not been accommodated and documented by the manager

<i>Channel</i>	Instagram social media is self-managed and able to reach a wide reach	The frequency of posting and the use of hashtags on social media is still lacking	Implementation of other media or marketing channels, such as direct selling that has not been optimized	The use of social media is still normal, based on non-professional personal accounts, while other competitors use social media more professionally
<i>Customer Segment</i>	Communities, government agencies, and academia	Too focused on the community customer segment and ignore the potential of other segments	Indonesia's demographic bonus is able to make the younger generation as potential customers Potential customers are students from elementary schools.	Competitors and shifts in customer behavior not to travel due to Covid 19
<i>Cost Structure</i>	Promotional cost efficiency due to relying on social media There are grants from government partners to help finance development	Income is often lower than expenditure and there are impromptu costs that are difficult to identify in advance	Income can be increased through the provision of paid virtual tours and the determination of fixed and variable expenditure posts	The ongoing Covid-19 pandemic forces us to continue to incur maintenance costs without being matched by income.
<i>Revenue Streams</i>	The source of income comes from tickets and tour packages.	Revenue is still dominated by the community segment and activity fees from key partners and the income target has not been set which must be received periodically	Support from key partners to increase income generating capability. There are alternative commodities that can be traded, namely bamboo handicrafts	The lack of achievement of the income target, which has been strengthened by the Covid-19 pandemic, has caused income to be suboptimal, resulting in zero income

Source: Processed Data 2021

Recommendations of DWKB Business Strategy Selection

Several strategic initiatives or programs that need to be implemented by DWKB related to current BMC improvements include:

- a. Customer Segment (Weakness – Opportunity)
Reaching the consumer segment of student groups or schools by building partnerships.
- b. Channel (Strength – Opportunity)
Optimizing social media, especially Instagram, as a medium for direct marketing by adding direct contact information.
- c. Customer Relationship (Weakness – Opportunity)
Document the satisfaction and dissatisfaction of visitors through the provision of services to collect feedback and suggestions.
- d. Revenue Streams (Weakness – Opportunity)
Conduct and follow up on cooperation with

key partners, particularly local governments, in the development of bamboo handicraft products as an alternative to the products offered by DWKB.

- e. Key partner (Strength – Threat)
Implementing a tourism recovery cooperation program in the COVID-19 pandemic era with the Pandeglang Regency Government and mentoring Tourism Villages with Sultan Ageng Tirtayasa University.
- f. Key Activities (Strength – Threat)
Setting up a new vehicle, such as a farmer's garden, and starting to optimize bamboo crafts.
- g. Key Resources (Strength – Opportunity)
Utilizing vacant and unused village land for planting or cultivating bamboo with the support of the village government and the community.

- g. **Cost Structure (Weakness – Threat)**
Performing financing efficiency, such as turning off electricity, clearing grass regularly, and diverting part of the expenditure to bamboo craft activities.
- h. **Value Proposition (Weakness – Threat)**
Shifting the focus of Promotion, Innovation, and efforts to achieve Popularity into a tourism village that does not only focus on outbound activities, but also becomes a tourism village with bamboo handicraft products that characterize the village of Banyuresmi.

Based on the results of the mapping of the nine elements of BMC, four elements were chosen as the main priorities for DWKB to refine its business strategy, namely Key Activities, Value Proposition, Cost Structure, and Revenue Streams (Figure 2). In other words, DWKB managers need to make changes to each of these elements. In Key Activities, it is necessary to add bamboo handicrafts due to the abundant potential of bamboo natural resources and the skills and solidity of the DWKB managers, so that the Value Proposition offered in addition to the outbound package can be added with unique and quality

bamboo handicraft products and training. This can increase DWKB's Revenue Streams through sales and training of bamboo crafts, so that the Cost Structure changes to the cost of producing bamboo handicrafts.

Managerial Implications

In correlation with the challenges and threats related to the Covid 19 pandemic but on the one hand there are strengths and opportunities that are owned and faced by the DWKB, it is necessary to adjust the BMC of the DWKB. Changes to the Value Proposition require DWKB managers to start seriously providing alternative values to tourists who focus on bamboo crafts. To strengthen the key activities of making bamboo handicrafts, it is necessary to increase the capacity of skills and professionalism of human resources in the field of bamboo crafts. This will certainly increase the portion of the operational cost structure which, if managed properly, will reduce overall costs, especially the cost of electricity for outbound rides and equipment maintenance costs. With the increasing aspect of this bamboo craft, the potential for income from this sector is a good thing and needs to be utilized by managers in connection with the decreasing

Key Partner	Key Activities	Value Proposition	Customer Relationship	(Customer Segment)
1. Government 2. BUMDES 3. College	1. Outbound 2. Education 3. Tour packages 4. Bamboo crafts	1. Outbound packages at low prices that have a natural feel with the local wisdom of the local community 2. unique and good quality bamboo handicraft products and training	Personal Assistance	1. Community 2. Academics 3. Local government
	Key Resources 1. Natural Resources 2. Agricultural or agricultural products 3. Village youth 4. Tourism facilities and infrastructure		Channel 1. Social Media 2. Brochure flyer 3. Community Word of Mouth	
Cost Structure		Revenue Streams		
1. Maintenance Cost 2. Electricity costs 3. Employee salary costs 4. The cost of producing bamboo crafts		1. Tickets from tourists 2. Tour and consumption packages 3. Event Fees 4. Sales and training of bamboo crafts		

Source: Processed Data 2021

number of visitors who come to do outbound during the Covid 19 pandemic.

CONCLUSION

The current DWKB business model still needs to be refined by making improvements in several elements, namely Key Activities, Value Proposition, Cost Structure, and Revenue Streams and also needs to optimize other elements. After conducting a SWOT analysis of the nine elements

of BMC, it was revealed that activities related to bamboo handicrafts need to be a concern of DWKB from now on in carrying out their tourism business activities. This will have an impact on the cost structure that must be incurred, the potential income to be received, the main activities that must be carried out, and become a value proposition that can be offered to the end of the DWKB.

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