



## CANVAS MODEL BUSINESS TRAINING FOR PUCUNG VILLAGE TOURIST ACTIVIST

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### **Abstract**

Like other villages in Indonesia, the Government and people of Pucung Village want to create prosperity in their area. To realize prosperity, the Government and the people of Pucung Village made macro planning, which is called a master plan. Based on the Pucung Village Masterplan, it is known that tourism is an important part in realizing community welfare. This awareness prompted the Pucung Village Government to collaborate with the National Land College, to hold the activity, "Business Model Canvas Training for Tourism Activists in Pucung Village, Girisubo District, Gunung Kidul Regency," on July 25 2023, in Wotawati Hamlet, Pucung Village. This training is useful for tourism activists in Pucung Village, especially in terms of: First, strengthening awareness about inputs, which consist of: (1) key partnerships, (2) cost structure, and (3) value proposition; Second, strengthening awareness about the process, which consists of: (1) distribution channels, (2) key activities, and (3) key resources; Third, strengthening awareness about output, which consists of: (1) customer segment, (2) customer relationship, and (3) revenue stream.

**Keywords:** *canvas model business*

### **1. INTRODUCTION**

The government and the people of Pucung Village want to create prosperity in their area. Meanwhile, Nugroho (2023a:332) explains that the forms of community welfare consist of: First, economic welfare, in the form of community welfare in the economic aspect, namely when people are able to meet the needs of themselves and their families, which is characterized by adequate income; Second, psychological well-being, in the form of people's well-being in the psychological aspect, namely when people are able to be calm and not stressed in facing the dynamics of life. Calm does not mean slow in acting, but rather the expression of someone who thinks clearly and deeply; Third, social welfare, in the form of community welfare in the social aspect, namely when people can interact with each other in harmony. Interaction is an action that occurs when two or more parties influence or influence each other; Fourth, cultural welfare, in the form of community welfare in the cultural aspect, namely when people are able and have the opportunity to express their attitudes, behavioral patterns and knowledge in the form of traditions, customs and art.

To realize prosperity, the Government and the people of Pucung Village made macro planning, which is called a master plan. Nugroho (2023b:1197) stated that the Pucung Village Masterplan was prepared in a participatory manner armed with awareness, as follows: First, the potential of Pucung Village consists of physical and non-physical potential, both of which can be utilized and developed to realize community welfare; Second, the process of making the Pucung Village Masterplan includes: (1) facilitation of maps and data from lecturers at the National Land College; (2) providing input from the head of the padukuhan and local community leaders regarding the development plans of each padukuhan; (3) data collection and input, as well as analysis and preparation of the Pucung Village Masterplan by the Pucung Village Head and Pucung Village Secretary, supervised by lecturers from the National Land College; Third, the development conception in the Pucung Village Masterplan includes: (1) socio-ecological approach, (2) participatory approach, and (3) input-output approach; Fourth, development zoning in the Pucung Village Masterplan, includes: (1) development of the Northern region, (2) development of the central region, and (3) development of the Southern region; Fifth, the division of activities in the

Pucung Village Masterplan includes: (1) agriculture, (2) animal husbandry, (3) tourism, and (4) economy.

Based on the Pucung Village Masterplan, it is known that tourism is an important part in realizing community welfare. The staff of the Pucung Village Government Office believe that prosperity will be realized if this village tourism is managed as well as possible by people who have the soul and spirit of leadership. Staff of the Pucung Village Government Office are of the view that leadership skills can be built in the following ways: First, practice to be more disciplined, so that you can be consistent and able to complete various tasks and responsibilities; Second, practice being an inspiration to others, because the leader is a role model for all team members, so his behavior will be of concern to everyone; Third, continue to learn, by studying the conditions and things that occur in the workplace, so that you will gain a lot of experience; Fourth, practice empowering all team members, by dividing tasks fairly or proportionally; Fifth, practice knowing yourself, so that you are able to utilize your potential to achieve your goals; Sixth, practice having the courage to admit mistakes, so that you can improve yourself, so that the mistakes you make don't drag on and don't become an obstacle to future success (Nugroho, 2023c: 1883). It was this spirit and spirit of leadership that then encouraged the Pucung Village Government to collaborate with the National Land College to organize activities, "Business Model Canvas Training for Tourism Activists in Pucung Village, Girisubo District, Gunung Kidul Regency," on July 25 2023, in Wotawati Hamlet, Pucung Village.

## 2. RESEARCH METHODS

### 2.1 Research Format

The participatory paradigm is the main format of this research, which is also a form of respect for society. Research is carried out by positioning the researcher and the party being researched in an equal position or in the position of the subjects, especially in terms of data collection and decision making. Action and reflection are important stages in this research. The parties studied participate in the frame of emancipation or liberation, so that the data obtained is in accordance with actual conditions. Research that uses a participatory paradigm has the tagline "research with people" or "research with the community", and is classified as a Qualitative Research Method (Nugroho, 2020:6). This research is classified as a type of qualitative research, which focuses its attention or study on the uniqueness of existing phenomena, using scientific logic (Nugroho, 2020: 52). Meanwhile, a rationalistic approach was used in this research, because it is a research approach built on rational philosophy, which states that knowledge comes from intellectual understanding which can be constructed through the ability to argue logically (Nugroho, 2020: 54). Qualitative research with a rationalistic approach in this research provides researchers with the opportunity to obtain qualitative data from informants (Nugroho, 2020:63).

### 2.2 Research sites

This research was located in Pucung Village, Girisubo District, Gunung Kidul Regency, which was chosen as the research location, because on July 25 2023 the activity, "Business Model Canvas Training for Tourism Activists in Pucung Village, Girisubo District, Gunung Kidul Regency," was carried out.

### 2.3 Research Operationalization

#### a. Determination of Informants

Determining research subjects is carried out by paying attention to the issue or phenomenon being studied (Nugroho, 2020:57). The subjects of this research consisted of: (1) Pucung Village Head, (2) Pucung Village Secretary, and (3) Pucung Village Tourism Activists. In this research, informants were determined by taking into account the understanding that informants consisted of research subjects who had the opportunity to provide information (Nugroho, 2020:59). Therefore, informants in this research are individuals who are able and willing to provide information about



the implementation of "Business Model Canvas Training for Tourism Activists in Pucung Village, Girisubo District, Gunung Kidul Regency."

The number of informants in this research is situational and conditional, because the number of informants is not binding, because this number is determined by considerations of the information needed. If no more information is needed, extracting information from the next informant can be stopped (Nugroho, 2020:59-61). However, this research obtained information from 12 informants, who were chosen purposively, so that researchers could obtain information accumulatively from the right people (Nugroho, 2020: 61).

#### **b. Research Results Data**

Based on the source, the data obtained in this research consists of primary data and secondary data (Nugroho, 2020:63). Primary data was obtained from interviews with informants, the substance of which refers to the interview guide, while secondary data was obtained from public documents, originating from the Girisubo District Government (in the form of population statistical data) and from the Pucung Village Government (in the form of village monographs).

#### **c. Data Collection Techniques and Instruments**

Primary data collection from informants was carried out using interview techniques, as well as utilizing interview guide instruments and note-taking tools (Nugroho, 2020: 65). Meanwhile, secondary data collection from the Girisubo District Government and Pucung Village Government was carried out using documentation techniques, and using instruments in the form of recording devices.

#### **d. Data analysis technique**

This research data was analyzed using Qualitative Analysis Techniques, which some methodologists often refer to as "Thematic Analysis", the stages of which are as follows: (1) Initial Review of All Data, by carefully collecting data, sourced from informants and supported by secondary data, the material of which is relevant to the research question; (2) Data Reduction and Abstraction, by deleting some data which, although relevant, is not needed in compiling the abstraction; (3) Compilation of the Smallest Information Units, by compiling data abstractions in the smallest information units that contain meaning and can stand alone. These units of information must have meaning related to the research question, the existence of which means does not depend on the existence of other meanings. To be precise, when this meaning is singularly expressed, it can be understood; (4) Grouping of Smallest Information Units, by grouping the smallest units of information obtained from research into categories, which are arranged based on the substance related to the research question; (5) Preparing Propositional Statements, by compiling logical statements obtained from each category. This statement (propositional statement) is an answer to the research question, which is also an explanation of the phenomenon being studied (Nugroho, 2020: 66-69).

### **3. RESULTS AND DISCUSSION**

#### **3.1 Implementation Basis**

The activity, "Business Model Canvas Training for Tourism Activists in Pucung Village, Girisubo District, Gunung Kidul Regency," was held on July 25 2023 in Wotawati Hamlet, Pucung Village, in collaboration between the Pucung Village Government and STPN (National Land College). The Pucung Village Government and tourism activists in this village are very enthusiastic about this activity, because it has the opportunity to strengthen the training participants' commitment to the success of realizing Pucung Village as a tourist village. The development of agrarian resource-based tourism packages within the framework of agrarian reform in Pucung Village is relevant or in line with the Pucung Village Masterplan (2022:62-63). The relevance becomes stronger when the master plan mentions the need for BMC (Business Model Canvas) in managing tourism potential in this village. The Pucung Village Masterplan (2022:38-47) reveals the potential for agrarian resource-based tourism in Pucung Village, which includes 12 (twelve)

tourist attractions. However, what has been prepared as a tour package only includes: (1) Wotawati Hamlet, (2) Bengawan Solo Purba, (3) Srakung Beach, and (4) Ngungap Beach.

Tourism is a travel activity carried out by a person or group of people, by visiting certain places for the purpose of recreation, personal development, or studying the uniqueness of the tourist attraction visited within a temporary period (Chapter 1 Article 1 of Law Number 10 of 2009 concerning Tourism). Suwena (2017:28-30) explains that: First, in general the tourism system consists of three important parts, namely: (1) a set of elements, (2) a set of relationships between the elements, and (3) a set of relationships between the elements -tourism elements with the environment. Second, tourism is also known as a network of elements, as follows: (1) market, (2) travel, (3) marketing, and (4) tourist destination or destination. Third, tourism has stakeholders, namely: government, society and the private sector. Meanwhile, Fiatiano (2008:2) states that a tour package is a travel tourism product that is prepared and sold to provide convenience and practicality for organizers and customers. Based on their nature, tour packages consist of: (1) tour packages that are ready made tours, namely tour packages whose tour components cannot be changed by tourists; (2) tour packages that are tailor made tours, namely tour packages whose tourism components can be changed by tourists, to suit their needs and desires. In contrast to Fiatiano (2008:2) who focuses on tour packages, Osterwalder (2010:15) focuses more on business processes. He stated that a business model is described in nine basic building blocks that show the logic of business activities in order to make money. The nine blocks cover four main areas of business, namely: customers, offerings, infrastructure and financial viability. A business model is a blueprint for a strategy, which is implemented through organizational structure, processes and systems.

These ideas and thoughts became known among scientists as the "Business Model Canvas". This was expressed by Saif (2011) by stating that the Business Model Canvas (sourced from Business Model Generation) is a business model that rationally describes a business that is able to create, provide and capture value. Meanwhile, Mahdi (2018:1-16) states that business model mapping using the Business Model Canvas approach is carried out on nine element blocks, which include: (1) customer segment, (2) value proposition, (3) channel, (4) customer relationship, (5) revenue stream, (6) key activities, (7) key resources, (8) key partnerships, and (9) cost structure. Furthermore, Nugroho (2023d:23-64) groups nine blocks of Business Model Canvas elements into three categories, namely: First, input elements, which consist of: (1)key partnerships,(2) cost structure, and (3) value proposition; Second, process elements, which consist of: (1) distribution channels, (2) key activities, and (3) key resources; Third, the output element, which consists of: (1) customer segment, (2) customer relationship, and (3) revenue stream.

### 3.2 Implementation of Training

"Business Model Canvas Training for Tourism Activists in Pucung Village, Girisubo District, Gunung Kidul Regency," was carried out in the following stages: First, Opening of the Event: The event was opened by the moderator, namely: Setiowati (STPN lecturer), who showed the importance of the activity "Business Model Canvas Training for Tourism Activists in Pucung Village, Girisubo District, Gunung Kidul Regency.". Apart from that, he also explained the profile of the resource person (Aristiono Nugroho), starting from the source's academic position on campus, and several scientific works published by the source. There is also additional explanation from the moderator in the form of training procedures and regulations, as well as the schedule of training events. Second, Village Head's Speech: When he had the opportunity to give a speech, the Head of Pucung Village, namely: Estu Dwiyono, expressed his gratitude to God Almighty for holding this training activity. He also expressed his thanks to the moderator, resource persons and STPN. Therefore, he reminded the training participants to be serious about participating in activities, so that they can obtain optimal benefits from these activities, and have the ability to manage tourism in Pucung Village.



Third, Speaker Presentation: After the speech from the Head of Pucung Village, the event continued with a presentation from the resource person, namely: Aristiono Nugroho (Associate Professor at STPN). The resource person conveyed the following discussion material: (1) understanding of tourism villages, (2) elements of input, process and output of tourism business, (3) use of the Business Model Canvas for developing tourism in villages, and (4) optimism for the development of Pucung Village as a village tour. Fourth, Open Discussion: The open discussion begins with the moderator explaining the importance of the questions asked by the training participants for the success of the event, especially to clarify things that are not clear, and formulate new concepts that can be used together. Finally, the open discussion was successfully carried out in an orderly manner, filled with ten questions from the participants, which were then responded to by the resource persons. In general, the training participants asked questions about the prospects of tourist villages, especially in the context of the progress of Pucung Village. Fifth, Closing of the Event: The training event was finally closed by the moderator, by expressing gratitude to God Almighty, and thanking the Pucung Village Government and the training participants. Furthermore, the moderator advised the training participants to utilize the knowledge they have for the benefit of themselves, others and for the progress of Pucung Village.

### 3.3 Benefits of Training

#### a. Input Gain

Strengthening input is built through awareness of the three elements of the Business Model Canvas, as follows: First, Key Partnership: Forchner (2006:10) states that one of the important steps in building a partnership is to ensure that every party (person) involved knows about the partnership, especially about: (1) who does what, and (2) what results are expected. Apart from that, partnerships need to be built on appropriate structures that already exist in a region. Efforts to build and implement partnerships are a dynamic process, the procedures of which include the following phases: (1) preparation, (2) making contracts, (3) establishing work programs, (4) implementing work programs, (5) monitoring, and (6) evaluating sustainable. The strategic partners involved can be grouped into various forms of collaboration, such as: (1) strategic collaboration with companies that are not similar; (2) collaboration with competing companies; (3) collaboration with strategic partners to form new businesses; and (4) cooperation between sellers (traders or service providers) and buyers.

Meanwhile, Avenhuis (2018:9) stated that there are characteristics that can be used in an investment context, such as an established partner which is an important characteristic, and the same is true for partners who act as customers. What's unique is that venture capitalists not only use these characteristics when investing, but they also use their gut feeling or instinct when assessing investment demand. Based on views Forchner (2006) and Avenhuis (2018), then to determine key partnerships the following question must be considered: Who is the partner most likely to help and support the business being managed, so that it can produce products? Finally it was discovered that key partnerships, or main partners who can be invited to collaborate to manage and utilize Bengawan Solo Purba, include: (1) Universities, which can be invited to collaborate based on their interest in Pucung Village, especially Bengawan Solo Purba. This object has an attraction for students and lecturers, because Bengawan Solo is the longest river on the island of Java, which is 548.53 km long and crosses two provinces (Central Java Province and East Java Province). The headwaters of this river are on the slopes of Mount Lawu, then flows through various areas, such as: Wonogiri, Solo, Ngawi, and Bojonegoro, and finally empties into the Java Sea.

More interesting things then emerged, when it was discovered that in the past, Bengawan Solo had a different flow compared to current conditions. Four million years ago this river flowed south and emptied into the Indian Ocean. However, this condition changed, due to the movement of the Indo-Australian plate. The Purba Solo River stretches for 20 kilometers. The movement of the Indo-Australian plate has caused the Ancient Solo Bengawan to dry up, and then disappear.

However, traces of the ancient Bengawan Solo flow can still be found today. One of the areas that shows evidence of the legacy of the Ancient Bengawan Solo is the Gunung Sewu area, precisely in Pucung Village, Kapanewon Girisubo, Gunung Kidul Regency. In this area there is a basin which is the former flow of the Ancient Bengawan Solo. This basin then ends at Sadeng Beach which is now the Sadeng PPI (Fish Landing Harbor) area, and is the largest PPI in the Special Region of Yogyakarta. The basin that shows traces of the Ancient Bengawan Solo is known by the community as the Baturetno Basin, which extends from Sadeng Beach to the area around the Gajah Mungkur Reservoir, with undulating plain topography and an altitude of 150 - 175 meters above sea level. The Geo.web.id site has revealed that the Baturetno Basin is a cross between fragmental limestone rocks and calcarenite and calcilutite rocks. Currently, the area in the former Bengawan Solo Purba stream is fertile land, capable of supporting farming families. This can be seen in the large number of residents who use this land for farming.

Meanwhile, the Ilmuunik.net site reported that the change in the flow of the Ancient Solo Bengawan was due to tectonic uplift, four million years ago, when the Australian Plate plunged beneath the Eurasian Plate. This is because the density of the Australian Plate is heavier than the Eurasian Plate, resulting in a subduction zone or subduction zone. As a result, the Eurasian Plate, which has a lighter density, was lifted to the surface. The subduction process causes the uplift of areas of shallow sea water which are full of coral and coral reefs. This sea water area later formed the Gunung Sewu Karst area which stretches from Gunung Kidul Regency and Wonogiri Regency, until it reaches Pacitan Regency. The uplift of this tectonic area caused the Bengawan Solo River which leads to the south to become dammed. The flow turns north towards the Java Sea by passing through the folds of the Kendeng Mountains and Rembang Mountains. This river was later known as Bengawan Solo. Based on the results of research on ancient human life, it is known that in the area where the Ancient Bengawan River flowed in the past, many prehistoric relics were found, such as fossils of sea animals, and remains of food from ancient humans, as well as caves where they lived. Administratively, Bengawan Solo Purba is located in 3 (three) padukuhan (hamlets) in Pucung Village, Kapanewon Girisubo, Gunung Kidul Regency, namely: (1) Padukuhan Wota Wati; (2) Ngreyung Padukuhan; and (3) Bengle Paddy.

(2) Schools, especially SD (Primary School), SMP (Junior Middle School) and SMA (Senior High School), which can become key partnerships based on their interest in the Pucung District. If universities become key partnerships, because of their interest in the technical knowledge aspects of geology, geography, sociology and anthropology; So schools, in this case elementary school (primary school), middle school (junior high school) and high school (high school) students, as well as their teachers, are more interested in the uniqueness of the Bengawan Solo Purba landscape. Several YouTubers reveal the landscape of the Ancient Bengawan Solo in their videos, by giving interesting titles, such as: (a) Trace Richard captioned it, "Remote Village in the Ancient Bengawan Solo Valley, Gunung Kidul." (b) LensSpeaks entitled, "Around Wotawati Hamlet: The Sun Rises Late and Sets Quickly." (c) Anggara W. Prasetya gave the title, "Muara Bengawan Solo Purba: Sadeng Beach Gunung Kidul." (d) The Indonesian Village Story is entitled, "Surrounded by Mountains: The Atmosphere of Hulu Sungai Bengawan Solo Purba Village." (e) The Indonesian Village Story is entitled, "The Sun is Late Rising: A Unique Village on the Bengawan River, Ancient Solo." (6) Agus Bintarto gave the title, "Hidden Hamlet in the Bengawan Solo Purba Stream, Gunung Kidul, Yogyakarta."

(3) Travel agencies and hotels, which are key partnerships based on opportunities for their participation and contribution to the development of Bengawan Solo Purba tourism in Pucung Village, Kapanewon Girisubo, Gunung Kidul Regency. They can organize and develop Bengawan Solo Purba tour packages in Pucung Village. Apart from that, they can also provide support in the form of promotion, organization and services for tourists to visit and stay a few days in Pucung Village. Tourist travel agencies and hotels can promote several tourist attractions, which are related to Bengawan Solo Purba, such as: Landforms, traditions and culinary delights that can be enjoyed, as well as souvenirs that tourists can buy at Wotawati Padukuhan.



(4) The Gunung Sewu UNESCO Global Geopark Management Agency, which is a key partnership based on its support for the efforts of Pucung Village, Kapanewon Girisubo, Gunung Kidul Regency, which is intended to organize and develop the Bengawan Solo Purba tourist package. Support is given, because Pucung Village has natural resources that are interesting and relevant to its function, such as: (a) rock formations, (b) soil type, (c) rainfall, (d) air temperature, (e) slope conditions, (f) geological hydro conditions, and (g) land use.

(5) BUMDes "Sejahtera" Pucung Village, which has the opportunity to become a key partnership based on its potential in providing investment funding for the management and development of the Bengawan Solo Purba tourism package. The facts show that the limitations of BUMDES "Sejahtera" Pucung District do not hinder its efforts to play a role in the tourism sector. Currently, BUMDes "Sejahtera" Pucung Village operates as a distributor of subsidized BBM (fuel oil) for fishermen on Sadeng Beach. Apart from that, BUMDES "Sejahtera" Pucung Village has the opportunity to play the role of collecting farmers' groundnuts, which are then sold to groundnut processing companies, such as: Garuda and Dua Kelinci.

(6) Pokdarwis (Tourism Awareness Group) Pucung Village, which is a key partnership based on its potential in supporting the implementation of the Bengawan Solo Purba tourism package, Pucung Village, by building awareness of the community and elements of society. This awareness includes readiness, willingness and involvement of the community and elements of society in the tour package service.

(7) HPI (Indonesian Tourist Guide Association) DPC (Branch Leadership Council) Gunung Kidul, which is a key partnership based on its potential in supporting the implementation of the Bengawan Solo Purba tour package, Pucung Village. The methods used include upgrading the skills of tour guides in Gunung Kidul Regency, including Pucung Village tour guides through training, to form a professional, dignified, faithful and devout character towards a prosperous, advanced and independent Gunung Kidul.

(8) The Tourism Village Institute is a key partnership based on its potential as a mentoring and training institution for tourist village human resources. This institution was founded in 2019, with the aim of overseeing the struggle of villages in Indonesia, to achieve independence through developing and utilizing village potential. On Saturday, May 28 2022, the Desa Wisata Institute held a Complete Peeling Panel Discussion on Tourism Villages with the theme "Digitizing Tourism Villages and Developing Creative Content for Tourist Interest."

(9) The Gunung Kidul Regency Tourism Office is the key partnership based on its authority as a tourism village (kalurahan) supervisor in Gunung Kidul Regency. On February 22 2023, the Gunung Kidul Regency Tourism Office verified Pucung Village as a tourist village, which includes: (1) ownership and management by the community, (2) contribution to social welfare, (3) contribution to maintaining and improving environmental quality, (4) interaction between local communities and tourists, (5) quality of travel services and tour guides, (6) quality of food and drinks, (7) quality of accommodation, and (8) performance of Dewi Purbo tour planning (Pucung Girisubo Tourism Village). Several months later, Pucung Village passed verification and received a Decree as a tourist village.

Second, Cost Structure: Rahmantlya (2022:140-143) states that the cost structure consists of: (1) Cost driven, namely a financing model that focuses on efforts to minimize costs. When constructing cost driven, there are three categories, as follows: (a) fixed costs, which are costs whose value corresponds to the number of services produced; (b) variable costs, are costs whose value corresponds to the number of services produced; and (c) semi variable costs, which are costs whose value corresponds to the number of services produced, whose value is not always constant. The fixed cost element is the minimum cost of providing services, while the variable element is the semi-variable part which is influenced by changes in the volume of activities. Recently, the use of cost structures as determining costs (cost driven) was replaced with activity based costs (activity based costing). Furthermore, in general total costs or total costs are calculated by adding up fixed costs and variable costs, which are formulated as follows:  $TC = FC + VC$ . Thus, the total cost

calculation is calculated by adding up all fixed costs, variable costs and semi-variable costs, and can be formulated as follows:  $TC = FC + VC + SVC$ ; (2) Value driven, namely a financing model that focuses on creating value for customers.

Meanwhile, Mahagiyani (2017:210) states that the cost structure consists of production costs and non-production costs. When this view is placed in the context of Pucung Village tour packages, it is known that the cost structure consists of: (1) tourism service production costs, which consist of: (a) infrastructure costs, (b) direct labor costs, and (c) costs of supporting service production; and (2) non-production costs, which consist of: (a) marketing costs, and (b) management costs. Based on views Rahmantlya (2022) and Mahagiyani (2017), then to determine the cost structure the following questions must be considered: What operational expenses must be borne, so that the business can continue and products can be produced? Finally it was discovered that to cover the cost structure or structural costs that must be incurred, funds can be sought through: (1) CSR (Corporate Social Responsibility) from BUMN (State-Owned Enterprises), BUMD (Regional-Owned Enterprises), and private companies; (2) DIY Special Fund (Yogyakarta Special Region).

Meanwhile, the cost structure or structural costs that must be incurred consist of: (1) Infrastructure costs, namely the costs incurred to build the infrastructure for the Bengawan Solo Purba tour package. (2) Labor costs, namely costs incurred for management, maintenance and cleanliness of areas related to the Bengawan Solo Purba tour package. (3) Promotion costs, namely costs incurred to promote the Bengawan Solo Purba tour package. Third, Value Proposition: Indah (2017:153) explains that the value proposition is the reason that makes customers switch from one company to another. Value propositions can solve customer problems or satisfy customer needs. Each value proposition consists of a combination of certain products or services that serve customer needs. Value proposition is an activity management effort to create value for customers through a combination of different elements that are able to serve customer needs. Value can be quantitative (for example: price and speed of service) and can also be qualitative (for example: design and customer experience).

Value proposition elements, such as: (1) novelty, (2) performance, (3) customization, (4) getting the job done, (5) design, (6) brand, (7) status, (8) price, (9) cost reduction, (10) risk reduction, (11) accessibility, and (12) convenience, and (13) usability. These value proposition elements are then packaged in two lines, as follows: (1) Value map, consisting of: (a) pain relievers, (b) gain creators, and (c) products and services; (2) Customer profile, consisting of: (1) customer jobs, (2) customer pains, and (3) customer gains. Meanwhile, Hudadoff (2009:2-9) puts the word "customer" in the value proposition, so that it becomes a customer value proposition, namely a description of the experience that customers will be aware of when buying, using and enjoying certain products or services. Customer value proposition is an important instrument in marketing, especially in terms of customer understanding of certain products or services. Formulating a value proposition requires stages, as follows: (1) Time frame, by identifying the time period needed to convey the value proposition to customers. (2) Key target use, by: (a) determining the target customer; (b) determine the dominant customer character; (c) determine similarities in the customer. (3) Next best alternative, by determining the best option to increase sales targets. (4) Value experiences, by: (a) assembling customer experiences, which are able to provide positive value; (b) capitalize on memorable events experienced and conveyed by customers; and (c) overcoming and preventing negative customer experiences. (5) Value experience quantification by measuring and estimating customer experiences related to products and services. (6) Customer value proposition use, by: (a) building internal consensus; (b) align product pricing with delivered value; (c) create marketing messages that are communicative with the values held by customers; (d) train the sales team to be able to effectively present the values held by customers; and (e) developing value-based content, which can be targeted at customers.

In line with this view, Osterwalder (2014: 72-73) states that the value proposition needs to be prepared by paying attention to the ten characteristics of a strong value proposition, namely: (1) being firmly rooted in the business being managed; (2) focus on efforts to provide benefits to





customers; (3) focus on efforts to overcome and anticipate customer dissatisfaction; (4) targeting the best possible work implementation in serving customers; (5) able to cross various work backgrounds and customer cultures; (6) aligned with the customer's interests to achieve success in his life; (7) focus on activities that can cause customers to be willing to pay costs for these activities; (8) able to provide different services to different customer needs; (9) has an advantage over the value offered by competitors; and (10) the value offered and presented is not easily imitated by other parties. In general, it is also known that the value proposition that has the opportunity to be involved includes the following categories: (1) newness, namely new products/services that have never been offered before, usually found in the world of technology; (2) performance, namely the products/services offered improve customer performance to become more efficient/more effective; and (3) customization, namely the products/services offered are different/there are choices for each segment that has various/different needs.

Based on views Indah (2017), Hudadoff (2009), and Osterwalder (2014), then to determine the value proposition the following questions must be considered: (1) what product will be made? (2) What are the advantages or values of the product to be made? (3) What is the difference between the product made and other similar products? (4) What problem will the product being created solve? Finally it was discovered that value proposition or the value offered by the management of Bengawan Solo Purba, namely: (1) affordable costs, (2) customers gain knowledge of geology, sociology and geography in the context of ancient rivers, (3) relevant souvenirs and culinary delights are available, and (4) available public facilities.

#### b. Process Strengthening

Strengthening the process is built through awareness of the three elements of the Business Model Canvas, as follows: First, Channel Distribution: Nguyen (2022:20) explains that channel distribution consists of direct distribution and indirect distribution, with the following explanation: (1) Direct distribution, in the form of a relationship between producer and consumer or customer, so it is called zero level. (2) Indirect distribution, which consists of: (a) one level, in the form of multilevel relationships starting from producer to retailer to consumer or customer; and (b) multi level, which consists of: (b.1) two levels, in the form of multilevel relationships starting from producer to wholesaler to retailer to consumer or customer; and (b.2) three levels, in the form of multilevel relationships starting from producer to first tier wholesaler, and second tier wholesaler to retailer to consumer or customer.

Meanwhile, Pamela (2022) explains that distribution channels are the means used to send goods or send information (promote) about certain services from producers to customers (end users) through the necessary intermediaries. Distribution channels usually vary, ranging from two-level channels, which are without intermediaries; up to a five-level channel with three intermediaries. Because distribution channels have a direct impact on the sale of goods and services, they need to be created so that they can function effectively and efficiently. Distribution channels those who have the opportunity to be involved include several categories, as follows: (1) Direct distribution, consisting of: (a) Direct sales, namely marketing products directly to customers (customers or consumers) with satisfactory service. (b) Sales force, namely a group of employees who are generally tasked with selling company products or services. They are called the main sales force who are responsible for supporting the continuity of business processes. (c) Own stores, namely stores owned by oneself (company or individual) which function as a place to sell and store goods and equipment.

(2) Indirect distribution, consisting of: (a) Indirect sales, namely marketing products indirectly to customers with satisfactory service. (b) Web sales, namely a website that can be used by sales marketers to increase sales and interact with customers. (c) Partner stores, namely stores owned by partners (companies or individuals) which function as sales and storage places for goods and equipment. (d) Wholesaler, namely the business of distributing goods by purchasing products in large quantities from supply companies. Next, the goods are sorted into small units and then

redistributed to customers. Based on views Nguyen (2022), and Pamela (2022), then to determine distribution channels the following questions must be considered: (1) What promotional channels will be used, for example: Instagram, Facebook, YouTube, TikTok, etc.? (2) What distribution channels or shipping companies will be used? (3) What transaction channel will be used, for example: website, WhatsApp, marketplace, or on-site transactions? Finally it was discovered that distribution channels, or channels that can be used to promote the management of Bengawan Solo Purba, namely: (1) Social media, which promotes tourism development packages in Pucung Village via Instagram, Facebook, YouTube, TikTok, etc. (2) customers who get a positive impression, so they are voluntarily willing to promote tour packages in Pucung Village.

Second, Key Activities: Shofiraniyah (2020:287) states that planners, implementers and people responsible for key activities need to pay attention to additional activities, apart from the main activity (production of goods or services). These additional activities include social activities involving customers and maintenance or upkeep of activity locations. Apart from that, customers must receive primary attention or be the basis for consideration when designing key activities, taking into account things that: (1) will be thought and felt by customers, such as variants, availability and price; (2) the customer will hear, such as about the activity preparation process and its impact on the customer; (3) will be seen by customers, such as regarding packaging and scale of activities; and (4) what the customer will say and do, such as regarding the suitability of activities to their needs. Meanwhile, Fitriani (2019:20) explained that for the tourism business, the key activity is to pay full attention to tourist attractions so that customers can enjoy natural beauty. Therefore, the main activities include: (1) care and maintenance of tourist attractions, (2) tourist services for customers, and (3) security guarantees for customers.

Based on these various views, the key activities that have the opportunity to be involved include several categories, as follows: (1) Production, namely the activity of designing, making and delivering products to customers. (2) Problem Solving, namely the activity of solving problems faced by customers. Based on views Shofiraniyah (2020) and Fitriani (2019), then to determine key activities you must pay attention to the following questions: What business activities must be undertaken, so that the products offered are in demand by the public? Finally it was discovered that key activities, or activities carried out to serve customers when visiting Bengawan Solo Purba, namely: Exploring nature and staying at a homestay in Wotawati Hamlet, to enjoy the atmosphere and culinary and cultural treats in Wotawati Hamlet. This hamlet is unique, as follows: (1) Land use is dominated by agriculture and community forests; (2) Community professions are dominated by farmers and livestock breeders; (3) Village treasury land, covering an area of 10 Ha; (4) Activities that can be developed include vineyards, tiwul culinary delights, and flying culture; (5) Tourist attractions that can be developed include Bengawan Solo Purba, Goa Putri, and Wotawati Tourism Village; (6) MSMEs that can be developed include furniture MSMEs.

Third, Key Resources: Klimas (2018:139) states that key resources are designed in the following way: (1) identifying and specifying the required resources; (2) identifying different resources for the smooth running of different activities; (3) determine a hierarchy of resources, starting from the most important to the least important; (4) identify resources that are able to support the existence of premium (expensive) products alongside freemium (free) products. In the context of key resources, recruited human resources need to have: (1) knowledge related to the business they are running, (2) the ability to market products, and (3) ideas and creativity in solving the problems they are experiencing. Meanwhile, Dwi (2018:110) stated that key resources include: (1) physical facilities (physical assets), such as buildings and various other facilities related to activities; (2) intellectual assets, such as brands, protected knowledge, patents and copyrights, partnerships and customer databases; (3) human resources (human assets), namely workers who contribute to the activities of producing goods and services; (4) financial (financial assets), such as bonds, shares, credit and cash used to finance production, service and security activities; (5) technology (technology assets), which can be used in production, service and security activities.



Based on views Klimas (2018) and Dwi (2018), then to determine key resources the following questions must be considered: (1) What resources are needed to produce the product? (2) What infrastructure does the manufacturer need to support the ability to produce products? Finally it was discovered that key resources, or resources that can be utilized to manage Bengawan Solo Purba, namely: (1) Physical facilities, such as infrastructure that supports Bengawan Solo Purba tourist packages. (2) Intellectual, such as knowledge about Bengawan Solo Purba and the landscape of Pucung Village, as well as the brand and tagline Pucung Mandara (Mandiri Damai Sejahtera) and Dewi Purbo (Pucung Girisubo Tourism Village). (3) Human resources in the form of available labor, especially those who are members of Pokdarwis (Tourism Awareness Group). (4) Financial, such as credit and funds that can be used to support the management of Bengawan Solo Purba. (5) Technology, especially those related to promotional media via social media, such as websites, Facebook, Instagram and Twitter.

### c. Output Gain

Strengthening output is built through awareness of the three elements of the Business Model Canvas, as follows: First, Customer Segment: Gichuru (2017:544) explains that customer segment can also be interpreted as market segmentation. He stated that in today's competitive world, market segmentation is an important marketing strategy that aims to identify and describe market segments which will then become targets for the company. Segmentation is very important if companies want to create customer satisfaction that can influence retention (repeated purchase or reuse). Furthermore, Gichuru (2017:548-549) states that market segmentation consists of: (1) geographic segmentation, which divides the market based on nation, country, region, city and village; (2) demographic segmentation, which divides the market based on age, gender, income, profession, education, religion, race, generation and nationality; (3) psychographic segmentation, which divides the market based on social class, lifestyle and personality; and (4) behavioral segmentation, which divides the market based on knowledge, attitudes and responses to products.

Relevant to Gichuru's (2017) view, Heidemann (2014: 7-9) has long been of the view that customer segments can be structured if first considering three elements, as follows: (1) segmentation, which divides customers based on certain parameters according to producer requirements; (2) targeting, which is a follow-up after a segment has been successfully identified, namely by making a decision regarding the group to be targeted; and (3) positioning, which is a follow-up after segmentation and targeting, namely by building a good image of the product offered to customers, so that customers place the product in a high position. Meanwhile, Kuipers (2018:2) explains that there is a right approach to understanding customer segments, namely the "nest approach". This approach pays attention to customer segments, because it will contribute to the company's understanding of the market and why customers buy products. This understanding helps companies select the most appropriate segments, and can give companies a competitive advantage by creating plans and strategies that suit customer needs. The nest approach describes segmentation criteria in the form of a nest by starting from the first criterion (customer needs) and the outermost criterion (demographics).

Apart from that, there are also views which states that customer segment can be interpreted as market segmentation which consists of: (1) mass market, namely a broad market segment with the same types of needs and problems; (2) niche market, namely a specific market segment; (3) segmented market, namely market segments that have different needs but are in one category; (4) diversified market, namely market segments that have very different needs or problems. Based on views Gichuru (2017), Heidemann (2014), and Kuipers (2018), then to determine customer segments you must pay attention to the following questions: (1) Where do you want to sell? (2) Who buys the product? (3) Who spends the money? (4) Who uses the product? (5) What is the gender, age and domicile of the product user? (6) What are the hobbies of product users? (7) What is the product user community? (8) What magazines do product users read? (9) What websites are often opened by product users? Finally, it was discovered that the customer segments or customers

(customers) targeted by the management of Bengawan Solo Purba were: (1) Students, especially those studying the disciplines of geography, geology, sociology, anthropology, agrarian and spatial planning; (2) Students, from elementary and middle school to high school, who want to travel while studying the landscape and cultural dynamics of the community in the Bengawan Solo Purba area; (3) general tourists, who want to enjoy natural beauty, including beaches and settlements, as well as culture and typical culinary delights in the Bengawan Solo Purba area.

Second, Customer Relationship: Rosmayani (2016:86) states that to determine customer relationships you need to pay attention to CRM (Customer Relationship Management), which has four dimensions, namely: (1) Planning, namely plans prepared to ensure the success of businesses that utilize CRM; (2) People, namely all related parties, such as: employees and work partners; (3) Process, namely interaction activities between customers and the company, which are clearly defined; and (4) Platform, namely the company's determination of targets, ways of coordinating with relevant parties, processes, and information technology software that suits needs. Meanwhile, Carissa (2014:2) revealed that in CRM there is a process that brings customers together with the company through the following mechanism: (1) the company adds value to the customer's life, while (2) the customer gives loyalty to the company. In this way, collaboration is realized that creates a win-win situation. Relevant to the views of Rosmayani and Carissa, Buttle (2009:299) states that CRM has constituents, consisting of: (1) Suppliers or suppliers, (2) Customers or customers whose position is at the center of the network, (3) Owners or owners /investors, (4) Partners or partners, and (5) Employees or employees. Furthermore, it is said that suppliers, owners, partners and employees are constituents who are aligned with a common goal, to help the company focus on customers. Three of these constituents are outside the company, namely suppliers, owners and partners. The constituents that are an internal part of the company are employees, who function as an internal network, who have formal relationships with fellow employees, such as in terms of reporting and cross-functionality.

Customer relations those who have the opportunity to be involved include several categories, as follows: (1) Transactional relationships, namely buying and breaking up immediately, meaning that after a buying and selling transaction occurs, the producer is no longer in contact with the customer. (2) Long term relationship, namely a long term relationship between producers and customers. (3) Personal assistance relationship, namely there is a sales representative who serves customers. Based on views Rosmayani (2016), Carissa (2014), and Buttle (2009), then to determine customer relationships the following questions must be considered: (1) What methods will be taken, so that customers are willing to repeat orders (repeat orders). (2) What methods will be taken so that customers have loyalty? (3) What methods will be taken to ensure the implementation of after sales support? Finally it was discovered that customer relations, or how to maintain good relations between Bengawan Solo Purba managers and customers, namely: (1) giving discounts on certain days, and (2) giving mementos (souvenirs) to customers. This action is needed so that the Bengawan Solo Purba tourist attraction does not run out of interest, so that tourism-related activities in this area can continue to develop.

Third, Revenue Streams: Cortimiglia (2011:119) has reminded that revenue can be obtained if advertising is managed well. Advertisements broadcast digitally and non-digitally provide opportunities for consumer appreciation for the products offered, so that revenue can flow from consumers to producers. Meanwhile, Jimenez (2021:5) stated that the desire to diversify revenue encourages cost bias, resulting in budget imbalance. Therefore, what companies or organizations need to do is the ability to adapt, so that revenue can be obtained as optimally as possible by avoiding unnecessary expenses. In contrast to Cortimiglia and Jimenez, Remenova (2020:9) stated that companies need to study the company's revenue model, to find varied revenue streams. This is done so that income opportunities can be immediately identified and increase the company's profitability. Inadequate company revenue model construction will result in a high risk of revenue leakage.



Finally, it was discovered that the revenue streams that had the opportunity to be involved included several categories, as follows: (1) Asset sales, namely physical product sales; (2) Usage fee, namely the customer pays according to the length of time they use the product/service; (3) Subscription fees, namely subscription fees; (4) Lending, renting, or leasing, namely costs for borrowing, usage, or temporary use. Based on views Cortimiglia (2011), Jimenez (2021), and Remenova (2020), then to determine customer relationships the following questions must be considered: (1) how much capital needs to be prepared? and (2) what are the prospects for getting money, and where will it come from? Revenue streams, or the flow of profits that can be obtained by the management of Bengawan Solo Purba, namely: (1) from levy money, (2) from kiosk rentals, and (3) from parking fees. Revenue will increase along with the increase in the number of tourists, the number of kiosks rented out by tourist attraction managers, and the number of vehicles parked in the spaces provided.

#### 4. CONCLUSION

1. "Business Model Canvas Training for Tourism Activists in Pucung Village, Girisubo District, Gunung Kidul Regency," was held on July 25 2023 in Wotawati Hamlet, Pucung Village, in collaboration between the Pucung Village Government and STPN (National Land College). The Pucung Village Government and tourism activists in this village are very enthusiastic about this activity, because it has the opportunity to strengthen the training participants' commitment to the success of realizing Pucung Village as a tourist village.
2. The training began with an opening by the moderator, then continued with a speech by the Pucung Village Head and a presentation by the resource person. Next, the training activity was filled with open discussions between resource persons and participants, then ended with the closing of the event by the moderator.
3. This training is useful for tourism activists in Pucung Village, especially in terms of: First, strengthening awareness about inputs, which consist of: (1) key partnerships, (2) cost structure, and (3) value proposition; Second, strengthening awareness about the process, which consists of: (1) distribution channels, (2) key activities, and (3) key resources; Third, strengthening awareness about output, which consists of: (1) customer segment, (2) customer relationship, and (3) revenue stream.

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