

Application of Canvas Business Model in Tourism Objects Kumpe Lake, Cilongok District, Banyumas Regency

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ABSTRACT

The purpose of the study was to design a canvas business model planning idea in the future by looking at the current condition of Kumpe Lake. The analysis tool used was the canvas business model. Data was collected through interviews with informants. The identified elements of the Kumpe Lake canvas business model include: *customer segment* namely local tourists, *value propositions*. What is offered is Kumpe Lake tourism services and camping areas. *Customer relationship* what is currently taking place is direct service to tourists; *channels* used is public media on Instagram and Website. *Key resources*, panorama of Kumpe Lake; *key activities*, includes management of Kumpe Lake and camp area services; *key partnerships*, local entrepreneurs and levels of society; *cost structure*, program operating costs, *revenue streams* comes from entrance ticket revenue and camping equipment rental.

INTRODUCTION

The village economy is very important in supporting development. One effort to improve the village economy is to optimize village potential (Susyanti, 2013). Village potential is basically static and requires community efforts so that the village potential can be optimized for the welfare of the village community. Village potential includes various aspects such as social, economic, and demographic aspects in the village level area, as well as the existence or accessibility to facilities.

Likewise with Banyumas Regency. The development of tourism villages in Banyumas Regency which has potential is also faced with several problems. These problems include the potential for tourism and culture that has not been optimally empowered, the utilization of existing apparatus for the implementation of tourism and culture development has not been optimal, the available tourism and culture infrastructure is not appropriate, the work mechanism has not run properly, and the increasing demands of tourists in achieving satisfaction obtained through tourism trips (Bambang et. al, 2017). Another obstacle in the development of tourism villages is the conventional tourism development policy which only relies on tourist objects and does not build integrated tourism areas.

Lake Kumpe Tourism Object is one of the rapidly developing tourist objects in Banyumas Regency. Kumpe Lake Tourism Object is an attractive tourist village for tourists. Administratively, tourism Kumpe Lake located on Jalan Curug Cipendok, Dusun 4 Karangangka, Depok, Karangtengah, Cilongok, Banyumas Regency, Central Java Province. The potential of Kumpe Lake is that it has sufficient water sources, stands on an area of 1.5 hectares, and there are still 3.5 hectares.

Kumpe Lake Tourist Attraction is a natural tourist attraction with the concept of fun education tourism. Kumpe Lake Tourism Object has facilities including a place for camping or camping ground, which is often used by communities and students to enjoy the cool and beautiful atmosphere. Kumpe Lake Tourism Object is relatively new. For that, it is necessary to conduct a canvas business model analysis.

A business model that is developed regularly and systematically can be a consideration when making decisions, developing future business strategies and becoming a picture of solutions when there are problems in the implementation process. One of the business model innovations that is currently developing is known as the Canvas Business Model (Chesbrough, 2007; Hedman & Kalling, 2003; Maglio & Spohrer, 2013; Shafer, Smith, & Linder, 2005; Tikkanen, 2005; Voelpel, et. al., 2005; Zott, 2007; Giesen, et. al., 2013). The implementation of the canvas business model continues to be carried out in an effort to improve the ongoing business model (Al-debei & Avison, 2010; Nenonen & Storbacka, 2010; Smedlund, 2012; Kindstrom & Kowalkowski, 2014; Ojasalo, 2018). The concept of the canvas business model has enormous practical power (Magretta, 2002), and will be a consideration for managers in making decisions that have been predicted or not (Mcgrath, 2010).

Aspects that can be improved in tourist attractions Kumpe Lake will be further explored based on suggestions from tourists and analysis with Business Model Canvas. The need for cultural attractions can also be considered in attracting tourists.

Given these conditions, this research is important to do, in addition to helping local governments in determining which villages will be developed. In addition, there needs to be a canvas business model to enrich the scientific treasury in the field of nature tourism, especially water tourism. The purpose of this research is to design business model planning ideas canvas in the future by looking at current conditions

LITERATURE REVIEW

Business Model Canvas (BMC)

The Canvas Business Model is a business strategy management that allows us to describe, design and then narrow down several aspects of a business into one complete business strategy. The following are the elements of BMC.

- 1. Customer Segmentation**

Customer segments describe the groups of people or organizations that the business company in question wants to reach and serve.

- 2. Value Propositions**

The value propositions building blocks describe a set of products or services that create value aimed at a specific customer segment.

- 3. Channels**

Channels differentiated into direct and indirect, as well as differentiated into owned channels and partner channels. Owned channels that are direct include in-house sales and websites. While owned channels that are indirect, (Osterwalder & Pigneur, 2010).

- 4. Customer Relations (Customer Relationship)**

Customer relationship describes the various types of relationships that companies create with specific customer segments.

- 5. Income Streams**

Revenue streams describe the cash flows a company receives from each customer segment.

- 6. Key Resources**

According to Osterwalder (2010), the key resources building block describes the most important company assets needed for the business model to work.

- 7. Key Activities**

The key activities building block describes the main activities a company performs to make its business model work well.

- 8. Key Partnerships**

Key partnership describes the network of suppliers and partners that make a business model work. Companies enter into partnerships for a variety of purposes, and partnerships have become the foundation of many business models.

- 9. Cost structure**

The cost structure describes all costs incurred to run the business model.

METHODOLOGY

The approach used in this research is a descriptive qualitative approach. Researchers conducted observations and interviews to obtain data. Mapping business models with an approach business. The canvas model is carried out on the nine element blocks in it which include *Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Partnerships, Costs Structure, Key Resources* and *Key Activities*

RESEARCH RESULT AND DISCUSSION

Identifying Business Model Canvas Elements

In this section, the results of the identification of the 9 elements of the Kumpe Lake business model canvas will be presented. Business Model Canvas (BMC) is a framework that discusses business models presented in visual form canvas carving, so that it can be understood and comprehended easily. This model is used to explain, visualize, assess, and change a business model, in order to produce more optimal performance.

BMC can be used for all business lines without being limited to the business sector. BMC is very helpful in accelerating the process of analyzing business strengths and weaknesses. By knowing the strengths and weaknesses, the analysis of needs and profits can be done quickly.

1. Customer segments

This segmentation is the process by which markets such as ecotourists are divided into sub-distinctive elements or market segments so that appropriate and cost-effective marketing targets and management strategies can be developed for each segment. According to Lindberg (1991), there are four types of nature-based tourists, namely; a) Hardcore, where the nature of tourists who represent scientific researchers or members of tourists designed for education, b) Dedicated, the nature of tourists who are people who take specific trips to protect the destination area, understand local history, nature, and culture, c) Mainstream, tourists who take unusual or extreme trips, and the last is d) Casual, the nature of tourists who take nature as part of a broader schedule.

New customer segments In this business model, it is determined based on the segmented market, namely a business model that groups customers into various segments that have different needs and problems (Osterwalder and Pigneur 2010). When this customer segments of Kumpe Lake are included in the niche market category. *Niche Markets* a market that is very focused on a particular type or service. The market segment is individuals who like nature tourism. So far, visitors are still dominated by individuals and communities. In terms of nationality, 100% of visitors are domestic tourists. Generally visitors come from the city of Purwokerto and its surroundings.

2. Value Proposition

a. Performance

According to Osterwalder (2004), value proposition (added value provided to customers) potential customers or customers consists of goods and services that can provide added value to specific segments so that tourist attractions look more attractive so that visitors feel at home and want to come back.

b. Customization (something interesting and selling)

Something interesting and selling from Kumpe Lake is the atmosphere of the lake in the village which is comfortable, safe and has a cool climate. Visitors can enjoy it by taking pictures at the lake with a canoe or camping in the camping area. The opening hours of the tourist area are 08.00-17.00 WIB. Lake Kumpe is located in Plot 51, Karanggandul Forest Management Resort (RPH), West Gunung Slamet Forest Management Unit (BKPH). This water tourism destination is approximately 18 km from the city of Purwokerto, surrounded by hills with green pine forest stands. Lake Kumpe is a water tourism destination in the form of a lake surrounded by lush green pine forest hills. The dense trees around it bring a cool and fresh atmosphere and air to Kumpe Lake. The beautiful atmosphere and cool air at Kumpe Lake add to the exotic pine forest scenery when it is foggy. Coupled with the typical rural atmosphere, Kumpe Lake is so refreshing to the eyes and hearts of tourists who visit there.

As a relatively new tourist destination, Kumpe Lake continues to improve. Various facilities are also continuously being completed. Currently, the tourist facilities available at Kumpe Lake include boats, selfie decks, food stalls, toilets, prayer rooms, and camping grounds. However, even though it is not yet equipped with adequate facilities and infrastructure, the lake located on the border of Gununglurah and Sambirata Villages is very good for a tourist destination, especially for adventurers.

In addition to its natural attractions, Kumpe Lake also holds an attraction because of the legends surrounding it. One of them is the legend surrounding its naming. It is said that the name Kumpe comes from the ancestors of the people who lived around the lake. The name "Kumpe" refers to the existence of plants that used to grow so well in the middle of the lake. Because of its existence in the middle of the lake, the plants seemed to be dikum (soaked) and dipe (dried in the sun) every day. Dikum (soaked) because some of the roots of the plant are indeed below the surface of the water. While the leaves that are above the surface of the water that are always exposed to sunlight seem to always be dipe (dried in the sun). Until now, the plants in the middle of the lake still exist and the local people still call the plants "kumpe". The stems are hard like pineapple trees but the leaves are similar to aloe vera. Until now, local people still do not know the exact name and type of the plant.

In addition, the area around Kumpe Lake is also suitable for trekking and hiking. The challenging but fun trekking trail will take visitors to explore the forest and enjoy the extraordinary natural scenery. During trekking, visitors can find various flora and fauna typical of the mountains that add to the excitement of the adventure.

c. **Risk Reduction**

The problem faced by the management of Kumpe Lake tourism is the decline in the number of visitors. Sudden heavy rain can reduce the interest of visitors to come.

d. **Accessibility**

Physical access to the Kumpe Lake location can be reached by motorbike or car. However, a few meters to the lake location, the road still needs repair. The road to the lake is quite steep.

3. **Channel/distribution**

Channels are distribution channels in the form of communication channels, distribution and sales networks to connect with customer segments (Osterwalder and Pigneur, 2010). In other words merprovide a means to convey the value or benefits of a product to the customer segment. The methods or ways used in the distribution of communication, distribution and seller networks consist of online and offline methods. The online method used is via Instagram @Telagakumpeofficial and the website <https://gununglurah.digitaldesa.id/wisata/telaga-kumpe>. While for offline methods through word of mouth (WOM) marketing activities. This distribution channel has an important role in a business model, namely: as a means to increase customer awareness of services or products offered by the company, a means of evaluating value propositions, a means for developing added value by customers, and a means of after-sales support (Osterwalder and Pigneur, 2010).

Kumpe Lake Management has established cooperation withbro PLN. The form of cooperation application with PLN is PLN making 8 gazebo for shelter in 2018. Cooperation with village youth is also carried out. Village youth play a role in outbound work, boat rentals and parking areas.

4. **Customer Relationships**

According to Osterwalder and Pigneur (2010), this relationship pattern is obtained based on interactions between individuals. Kumpe lake management build relationships with customers by answering questions oninstagram @Lakekumpeofficial.

5. **Reviewe Streams**

Revenue streams describes the cash flow obtained by the company from each customer segment. The main income of Kumpe Lake tourism comes from visitor entrance tickets. The entrance ticket price to the tourist area is Rp. 5,000,- per person. The average number of visits is 50 people, especially on Saturdays and Sundays. The boat rental fee is Rp10,000.00

6. Key Resources

Key resources are the main resources needed by the company so that the business model can run (Osterwalder and Pigneur, 2010). Key resources themselves can be physical, financial, intellectual, or human. Included in the key resources area are various resources owned by business people or organizations to realize value propositions such as people, brands, equipment, and technology.

France (1997) in Suhada (2003) explains that the success of developing tourist attractions and tourist areas is very much determined by the role of each actor in developing tourist attractions.

1. Physical resources

Other physical resources include facilities that can be used for outbound activities, camping, gazebos and food stalls.

2. Human resources

The workforce at Kumpe lake is 12 people. This workforce comes from the village youth.

3. Technology

The management of Kumpe Lake uses information technology in the form of Instagram @Lakekumpeofficial

7. Key Activities

Key activities include all activities that a business actor must carry out to produce good and satisfactory products or services. Basically, tourism products Kumpe Lake for various activities both personal and group. Key activities of ecotourism Kumpe Lake. According to the theory put forward by Osterwalder (2010), these main activities have various characteristics including activities required to produce the value proposition offered, distribute the value proposition offered to customers, activities to build customer relationships, and activities to handle revenue streams.

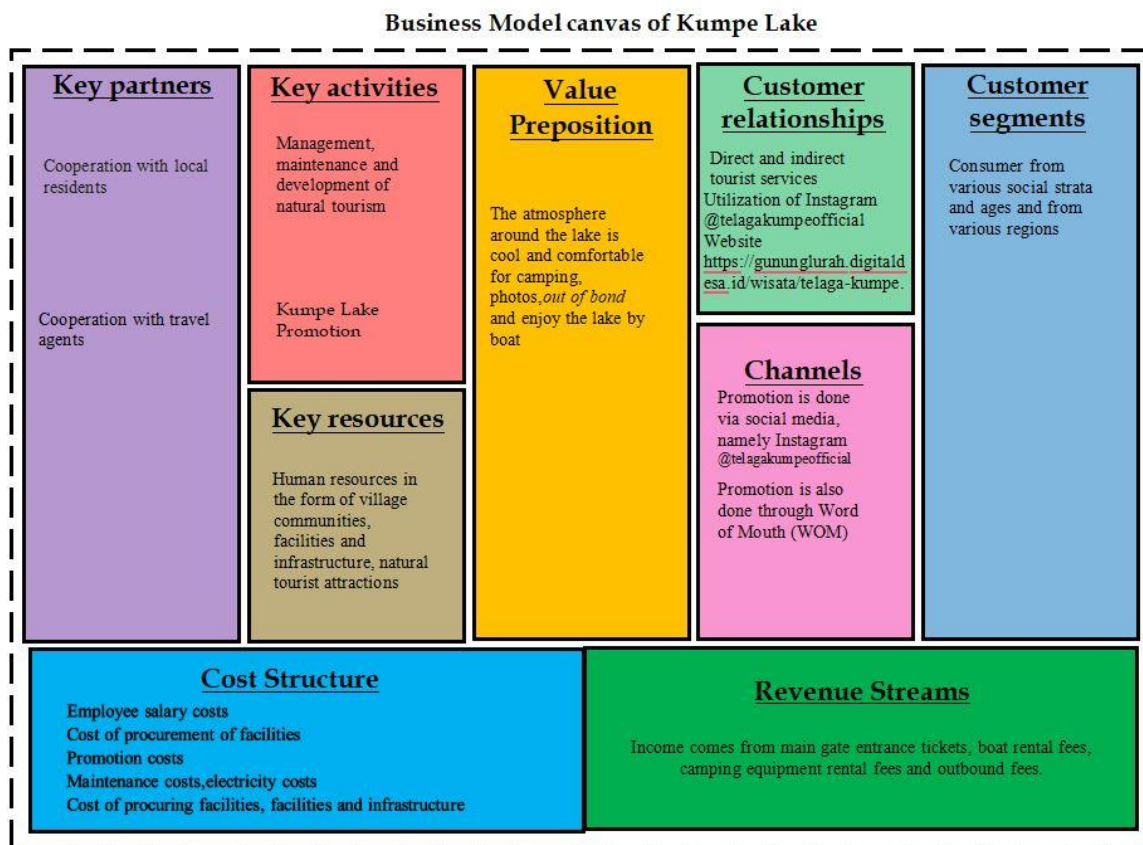
8. Key Partnerships

Key partnerships describe the network of suppliers and partners that make a business model work. Companies enter into partnerships for a variety of purposes, and partnerships have become the foundation of many business models. Kumpe Lake Management collaborates with partners, namely local villagers, in managing the lake tourism.

9. Cost Structure

Cost Structure includes budget allocations related to annual program operational costs such as employee salaries, maintenance costs, costs for procuring facilities, infrastructure, and facilities, and promotional costs. According to Osterwalder (2010), creating and providing value to customers, maintaining good relationships with customers, efforts to obtain revenue, running business activities and working with key partners all require operational costs.

Table 1. Kumpe Lake Business Model



Source: results of observations, documentation and interviews with informan (2024)

CONCLUSIONS AND RECOMMENDATIONS

The elements of the Kumpe Lake business model that have been identified include the customer segment or the tourist segment that visits is local tourists. *Value propositions* offered is the natural tourism service of Kumpe Lake. However, the management of the area does not yet have a comprehensive commercial ecotourism package; the customer relationship that is currently taking place is direct service to tourists; the channels used are Instagram publication media, the key resources in this ecotourism are physical assets in the form of a panorama of Kumpe Lake along with a set of supporting facilities for ecotourism services; the existing key activities include the management of ecotourism services and the maintenance and development of lake ecotourism. The key partnerships owned include local business/entrepreneurs, and levels of society; the cost structure owned includes the allocation of budget costs related to program operational costs, for example such as maintenance costs, costs for procuring facilities, infrastructure, and infrastructure, as well as promotional costs; revenue streams come from income from entrance tickets and boat and tent rentals.

SUGGESTION

1. Suggestions for the parties involved, including village communities and tourism practitioners, need to synergize comprehensively in terms of sustainable management and development of Kumpu Lake.
2. There is a need for collaboration with universities in the field of research and community service to develop existing potential.
3. Cooperation with travel agents is needed to facilitate services to visitors from outside the city.
4. There needs to be a Karangsalam village government website to make it easier for the community to explore information about the village's tourism potential.
5. To strengthen the synergy between parties, it is necessary to align perceptions regarding the main procedures for managing nature tourism so that all parties benefit. All parties must participate in building the concept of nature tourism through 9 components of the business model and the existence of fair profits so that later the improvement of standards and quality can be implemented by cooperating with various competent parties to improve the quality of tourism products, as well as other supporting facilities.

ADVANCED RESEARCH

For further researchers to further develop this research related to the consideration of the role from the perspective of the relevant government to business practitioners. The researcher suggests that the informants selected in future research not only come from the perspective of tourism managers and tourists but can also come from business partners of managers to related government agencies.

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