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# Business Model Canvas Implementation in the Besuki Peak Tourism Development Strategy, Kediri Regency, East Java, Indonesia

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**Abstract**---Local potential is the main asset for rural communities to revive the village economy. The science of human resource management should be implied in life as a direct solution to the problem that is found in rural life, namely the lack of human resources capacity in managing local potential to become a force that is expected to improve the living standards of the community if managed and developed correctly. This research has conducted a study directly through observation, and in-depth interviews. It focused on group discussions strengthened by literature studies to explore and map the local potential of Jugo Village, one of the tourist villages in Kediri Regency, which is now in a vacuum. Carrying the philosophy of appreciative inquiry with questions to explore the strengths, opportunities, aspirations, and results of critical figures of village youth as key informants in this study. The results were then analyzed using a business model canvas to design the concept of a village development strategy with the Besuki Peak Ecotourism design.

**Keywords**---business model canvas, community empowerment, rural economy, tourism villages

## Introduction

Kediri Regency is one of the regions in East Java with unique natural resources. It is located in the wilis circle, where the wilis mountains lie beautifully in seven cities and regencies. The development plan of the area related to Kabupaten Kediri such as kediri international airport, java toll road ice aks which is planned to reach the Kabupaten area and kediri city, and the discourse of building a causeway is a positive potential to be optimistic about designing regional development strategies. Kediri International Airport is projected to be completed in 2023 as conveyed by the Coordinating Minister for Maritime Affairs and Investment Luhut Binsar Panjaitan in <https://berita.kedirikab.go.id/> was also strengthened by the deputy regent of Kediri Dewi Mariana Ulfa that it was estimated that in March 2023, this airport could already operate.

The COVID-19 pandemic, which has been going on since the end of 2019, has significantly impacted various sectors of life, including the economy and tourism. The English village, an icon in the field of education economics in Kediri, has experienced a shrinkage of migrants to learn English in the English village due to restrictions on crowds implemented to reduce the likelihood of the spread of the virus. Likewise, the tourism sector of Kediri regency, such as the Mount Kelud area, which is a destination for tourists when visiting Kediri, also felt a similar impact, namely a drastic decline in economic activity. Jugo Village, one of the villages that once existed as a tourist village for Kediri Regency with Dolo waterfall and Irenggolo waterfall as tourist icons of kediri regency, also

experienced a decrease in tourists, which had a direct effect on the decline of the community's economy (Braun et al., 2021; Rodríguez-Pose & Hardy, 2015; Martini, 2020).

Along with the current decline in COVID cases, the government and the entire community need to take a stand and efforts to transition the pandemic into an endemic in the recovery of the economic sector. The Central Statistics Agency stated that the Indonesian economy in the 1st quarter of 2022 grew rapidly by 5.01% compared to 2020, which was 2.97% year on year. The tourism sector, as one of the contributors to local indigenous income (PAD) is predicted to be the government's main effort in post-pandemic economic recovery. In line with the development plan of Kediri district which continues to grow in its practice, Desa Jugo with the diversity of local potential as the primary resource of the village has the urgency to design its development strategy to usher in achieving village sovereignty through sustainable development. Increasing the number of tourist visits and optimizing the quality of existing tourist destinations that have a direct impact on local income (Dewi & Adi, 2021), are the main focuses in designing development strategies Jugo village which focuses on the Besuki Tourist Area area where tourist attraction points are centered and have been jointly managed by the Kediri district tourism office, KPPH Perhutani Kediri and the community local.

This qualitative research conducts primary data collection by conducting direct exploration into the field to explore the local potential of the village using the SOAR (*strength, opportunity, aspiration, result*) analysis tool, data collection with *the in-depth interview* method to key informants who are *stakeholders*, direct observation, documentation collection and organizing *focused group discussions* with crucial youth figures. Secondary data was obtained through *literature reviews* from various documents of community institutions, governments, and related agencies, books, scientific journals and relevant reliable online sources with a research focus. *Business Model Canvas* is used as the following analytical tool in designing a besuki tourist area development strategy to obtain projections of village development plans which are the focus of this research. The application of management science in the social life of society is expected to be a positive contribution of academics to provide solutions to problems in the surrounding environment referring to scientific thinking and research conducted (Joyce & Paquin, 2016; Keane et al., 2018; Daou et al., 2020).

## Research Method

Observations in this qualitative research focused on individuals and social groups in Jugo Village, Mojo District, Kediri Regency, East Java, Indonesia focused on exploring the village's potential as the principal capital for village development with sustainable management that carries the paradigm of constructivism. In social constructivism, researchers seek an understanding of the world in which they live and work. In line to use qualitative methods that seek to understand and merge into part of a social symptom of phenomenon directly then interpret and deduce according to the context so that an objective conclusion is obtained according to the subjective symptoms. Primary data collection to explore strength, opportunity, aspiration and outcome (SOAR) is carried out through in-depth interviews to crucial figures.

Who are village stakeholders, supported by term observations length and documentation in the form of researcher notes, photos, audio and video. The focused group discussion was held with 5 key persons who were youth representatives from the wilis asri association as community-based natural tourism managers and representatives from the traders' associations. in tourist areas to discuss and discuss in-depth the strengths, opportunities, aspirations and design of programs and results to be achieved together to formulate village development strategy to be active again into a tourist village. Researchers, as a critical instrument in this study, use the principle of triangulation in data collection. The results of his research focus on the meaning of generalizations, namely how the potential of Jugo Village, in general, can be concluded to include its natural and human resources to be then studied more deeply, distributed to make a strategic development design using the Business Model Canvas tool as a strategic design for the Development of Ecotourism in Puncak Besuki, Kediri Regency.

Innovation in organizations can only be carried out if the core concepts of the organization itself have been fully understood. Before developing more broadly, we need to depart from the same point of understanding. Then a simple, relevant, and intuitively understandable concept is required but does not take away the essence. The business model describes the fundamental thinking about the process of an organization creating, delivering, and capturing value. This concept has become a common language that helps teams define and manipulate business models to design alternative strategies. Data processing is then distributed in the Business Model Canvas to illustrate the rationale for how organizations create, deliver and capture value as something that can be managed, structured in the process, and used to accommodate creative potential into a business innovation (Osterwalder & Pigneur, 2020). Nine basic building blocks show how a business/ organization thinks about covering four main areas: customer, supply,

infrastructure, and financial sustainability. The business model is likened to a strategy blueprint implemented through organizational structures, processes, and systems.

## Results and Discussion

### *Local potential of Puncak Besuki tourism area, Jugo Village*

Known as the Besuki Tourist Area, the mountain tourist destination area on the slopes of Wilis in the Kediri Regency area has become a primadonna since the COVID-19 pandemic. Social crowd restrictions carried out by the government to prevent the virus spread make tourist attractions in the city, such as city parks and shopping centers, little visited by the community. The most likely and rated relatively safe alternative when you want to relieve fatigue and pull over for a while from the city is to see the beauty of the outdoors, which is not far away from the village and has easy access to reach. The Puncak Besuki area is officially not operational during the restriction of community activities by the government, where tourist attractions are not allowed to be formally opened. However, in the Besuki tourist area, which has a beautiful view in the form of protected forests in the mountains more than 1000 meters from sea level (mdpl) this is precisely the emergence of cafes and stalls opened by the local community so that it is interesting for tourists from the surroundings to take a culinary tour with a view City from a height at night. Located in Jugo Village, Mojo District, Kediri Regency, Besuki Peak can be reached in just 30 minutes from the city center Kediri with a distance of about 25 kilometers.

Have a wonderful nature gorgeous, distinctive mountains at plain tall area. It already has some point Attractions nature that Managed by service tourism regency Kediri cooperate with KPPH Perhutani Kediri and community Local that is Water Plunge Dolo and Water Plunge Irenggolo. Be an area forest Protected, still many potential nature that are not yet exposed to Managed with good. Besides two point water Plunge that already Exist Opened in an official, exist one location camping ground that become Mainstay this area because have a sunrise view best in Kediri which is Gazebo Camping Ground. Unfortunately, the location It only has capacity not more than 50 tent so that almost always exist Visitors that feel disappointed because not can get position best to Camping over there.

Far from the Gazebo Camping Ground, there is a hill with several large stones at the top called 'Slate'. Uniquely, this stone is like having carved marks like reliefs in temples left over from historical times whose magnitude of these rocks is higher than humans. This slate has the potential to be developed into a jungle track with a starting point for climbing from the Gazebo camping Ground area. The travel time is only 15 minutes away with a distance of about one kilo meter, from the top of batu slate, climbers can see the expanse of Kediri city to reach the airport area international Kediri when the weather is clear and not foggy, the scenery is stunning.

Local products in the form of robusta-type base coffee harvested by the catfish method in the forest can produce about 40kg of coffee per month, besides that it is also developed arabica coffee *plots* where its production capability reaches 10kg / month in the harvest period according to the presentation of Arum, a coffee businessman and owner of the brand 'Ayu Kopi Wilis' is the only local coffee *brand* in Jugo Village until recently. In addition to coffee that can be used as a souvenir typical of Puncak Besuki, various menus of typical foods of this area are also a mainstay that is always incari to be enjoyed by tourists. When visiting here such as nasi goreng tiwul, stir-fried fern, lodeh bobo bamboo shoots become culinary icons in this tourist area.

Community independence is a condition formed by the behavior of making societal changes that are carried out collectively (Agusta, 2014). The mindset in the village in general today considers the village to be a disadvantaged area so to be successful, you must wander to the city to work. This is the case in Jugo Village, so it can be said that the majority of young people of productive age go to the city to work and leave their village just as a home. The times are changing and technology is developing rapidly, to respond so that village civilization can respond to changes, it is necessary for youth as a future asset, a source of energy which is a source of energy that is the core strength of the awakening of village civilization. In particular, this research is more focused on knowing and involving village youth in a series of studies conducted in the hope that they will be able to solve problems that there are to make recommendations and plans for the development of village potential into a force that can increase the prosperity of its village to achieve sovereignty and sustainability. In the context of village development, the central position facing the dynamics of travel in the town's development is the role of youth who are creative and innovative agents taking advantage of economic opportunities in the concept of entrepreneurship (Puspitasari, 2012). Government involvement with the authority and participation of local communities is necessary to achieve sustainable development goals and minimize regional inequalities (Sahani, 2021).

### *Youth dan community communities*

Local communities play a role in conserving local natural resources, the quality of the natural environment, aesthetic and cultural values in destinations (Sahani, 2021). Based on the researcher's notes referring to the primary and secondary data that have been processed, there are three organizations initiated by the youth actively playing a role in improving the welfare of the community and village development. The first is the Perkumpulan Masyarakat Dekat Hutan (PMDH) chaired by Anang Prasetyo. This PMDH can be likened to the 'wife of KPH Kediri as a community representative directly sheltered by the institution to regulate, run and supervise forests in the village also regulates cooperation in *profit sharing* between the community and KPH Kediri. PMDH Argo Wilis has a somewhat important role in developing villages and improving community welfare because it is directly related to the management of productive activities of the community in utilizing natural resources in abundant social forests and protected forests. The Argo Wilis Forest Village Community.

Association (PMDH) has been appointed by the Head of Jugo Village as the holder of the authority for management, development, funding, protection, security, and cooperation of all social forestry in Jugo Village. The scope of social forestry activities includes forest security and safety, area utilization, timber forest products in plantation forests, non-timber forests in plantation forests, water utilization, utilization of natural tourism services and utilization of natural tourism facilities (source: PMDH Argo Wilis document). The general description of the village described in the internal document of PMDH Argo Wilis stated that this area has the potential for agroforestry, ecotourism, land use under stands and cultivation of products non-timber forest (HHBK). In line with the community's primary profession as farmers, most of the requests for participants in the use of social forests by 647 community members of PMDH Argo Wilis in the forest land area of RPH Sambiroto, BKPH Kediri, KPH Kediri are still used for agricultural activities and still have challenges in developing tourism potential, especially ecotourism, which still needs stimulus from various parties. Anang hopes that currently and in the future the village community has authority over the natural wealth of their village so that its management and utilization must cooperate with people directly. Although it does not close the openness to investors from outside the town if necessary and possible, the most outstanding management and benefits should still be for the local community which is in direct contact with its impact in the hope that a strong sense of belonging from the local community will give birth to a substantial purpose of preserving nature so that minimizing the possibility of destruction of nature on the grounds of sheer productivity and economic value (Osterwalder, 2021; Sesotyanningtyas & Manaf, 2015).

Next is Paguyuban Wilis Asri (PWA), a sub-reef of Jugo Village cadets who focus on managing outdoor tourism for camping, namely the Gazebo *Camping Ground*. This group is chaired by Romadi Eko Harwianto, a native of Jugo village and working as an officer of the Besuki Tourism Area under the auspices of the Kediri Regency Tourism Office. This group carries out operational management of gazebo *camping ground* since from the administration, visitor services, cleanliness and safety of tourist sites, publications and related permits that necessary is under the responsibility of the Wilis Asri Association.

Before the COVID-19 pandemic, Eko explained that the wilis asri association had actively greened mount wilis on the hiking trail via Gazebo Wilis which was attended by more than 100 participants from community of nature lovers throughout Indonesia. This is one of the exemplary achievements to be appreciated, recorded and used as a reference as a potential local human resource who is competent and proven to be successful in organizing events with natural nuances. PWA has plans to float a camping ground area in Besuki by utilizing the location of pine forests at other points of protected forest areas considering that the Gazebo area is always filled visitors who camp on weekends. In addition, projections make Batu Slate an additional tourist destination integrated with the Gazebo camping ground to be packaged as a jungle track biological activity to become an aspiration presented in the besuki peak development drafting plan.

The last role of the youth figure is Arum, which is the second generation of the owner of the local coffee *brand* besuki 'Ayu Putri Wilis' which his late father has started. Several Besuki specialty coffee currently exist in the Besuki Tourist Area: alas coffee with robusta type, Arabica coffee, lanang coffee and civet coffee. All local village coffee harvests can be adequately distributed, most of which are processed and sold under the brand 'Ayu Putri Wilis'. Arabica coffee plots managed and owned by the Arum family are often a destination for field learning by student visitors and students from various regions in and out of Kediri. Based on Arum's narrative, before the pandemic occurred, several schools from Kediri City routinely conducted field studies to study in coffee plantations, bean processing to coffee packaging which is ready for consumption. In addition, an outdoor agenda entitled 'Coffee Camp' was held by Arum with a community of business actors and coffee activists in the Irenggolo Camping Ground area which was also attended by more than 100 participants from different regions. Active communities with the same concern, namely coffee, have become a medium for introducing local besuki coffee products to better

exist in the national coffee market. Currently, the community and local government continue to develop and expand arabica coffee plantations. Arum hopes that coffee-themed field study activities ranging from visits to the garden, red cherry processing to roasting coffee beans and grinding followed by coffee brewing and packaging can be used as a use edu- tours offered for tourists in the puncakbesuki area.

Community resilience and social networks are vulnerable natural tourism management strategies where it should adopt a good disaster risk management process due to the large number of threats with variable impacts over time. A social order that is cohesive and structured, has a solid culture rooted in customs and traditions, and has social flexibility makes it possible to see the positive side of various challenges. This character plays a critical role as a provision for society in fighting the adverse socioeconomic effects of the COVID-19 pandemic. Community resilience can be further enhanced by expanding social networks, linkages and integrated to develop long-term resilience and adaptation strategies. Stronger links with other stakeholders need to be strengthened for the goal of shared resilience (Gabriel-Campos et al., 2021).

#### *Business model canvas Besuki Peak development strategy*

Referring to the primary and secondary data obtained, processed and presented earlier, in the next stage analysis was carried out using the Business Model Canvas to design a strategy for developing the besuki tourist area in Jugo Village, Mojo District, Kediri Regency. A business model is a primary picture of thinking related to creating, giving and capturing organizational value (Osterwalder & Pigneur, 2020). The rapid development of technology, globalization, new competitors from similar business fields, market changes, more competitive competition and regulatory changes make the game's rules on various fronts business is changing. Similarly, when tourism villages do not have innovations in the business model of tourism villages and are only stagnant in rough conditions, it becomes understood why the tourism village is not developed can even be said to have regressed. Research in 2013 by BCG and MIT Sloan stated that business model innovation is a significant factor in innovation that directly stimulates success and business continuity. More than 60% of these innovation companies reported increased profits. Product and process quality is essential but does not determine future success or failure. We are in the era of business model innovation, where the company's future depends on the ability to create and apply innovative business model innovations, precise and moving ahead of its competitors. The nine components of the business model as an effort to describe the concept of creating new alternatives in the jugo tourism village development strategy centered in the Besuki Tourist Area are explained as follows:

#### *Customer segments*

The essence of the business model is the customer who provides an advantage for the business to survive and develop in the long run. Based on the motivation to participate in creative tourism activities, tourists are divided into 3 clusters: novelty seeker, knowledge & skilled learner, and leisure creative-seeker (Remoaldo et al., 2020). Besuki Tourism Area has a core potential, namely the nature of high mountains but has easy accessibility from the nearest city center, namely Kediri City, based on observation and extracting supporting data concluded that the most visited tourist destination points are outdoor attractions such as Irenggolo waterfall which tends to have more accessible and closer access than Dolo waterfall, camping ground for camping and outbound activities, community gatherings or just enjoying the typical mountain atmosphere with friends, family or community. Then followed by a visit to cafe and Warung which serves a variety of coffee menus and besuki specialties. The last is a study visit to observe and learn about coffee from garden to table. So the customer segment is specified for men and women with an age range of children to adults who live in the city (urban) who come to enjoy the naturalness of the puncak besuki area with certain families and communities (Sutawa, 2012).

#### *Value Proposition*

Value creation is a process of interpreting oneself in a narrative perspective. Value is a social construct and a method of social constructing entrenched in a narrative (Green & Servega, 2019). Besuki tourist area is an territory in Jugo Village marked by the existence of a tourist gate with HTM charged to tourists where tourism in this area is centralized starting from altitude 1000 mdpl and above. This area is arguably the highest tourist destination in Kediri Regency even though the data shows that the height is similar to Mount Kelud.

Empowerment and development design of local potential carries the four pillars of green tourism as outlined by the Green Tourism Association, fulfilling the four principles of green tourism: environmental responsibility, local

economic vitality, cultural sensitivity and experiential richness. The creation of value that the Besuki Tourist Area is a new mountain range, so the naming of 'Besuki Peak' is a suggestion that represents the location's character. The peak area of identic with a natural calm atmosphere with the distinctive sound of the outdoors, cool and clean air, a variety of flora and fauna that are rarely found in the village and urban areas. Thus, the principle of ecotourism is the concept of tourist trips to natural areas with the aim of environmental conservation and preserving the livelihood as well as the welfare of residents (The ecotourism society, 1990) at Besuki Peak it became a value proposition to be used in this new concept of development. So the products and services offered to tourists have natural nuances and are environmentally friendly. There are minimal interventions that make their natural value disguised and even lost.

### Channel

This block is about how the company communicates, explores its customer segments, and provides a value proposition. Distribution, communication and sales channels are the company's liaison with the customer as a touch point that plays a significant role in their experiences (Osterwalder & Pigneur, 2020).

Table 1  
Channel phase

Channel Phase	
Awareness	Efforts to increase tourist awareness of the four pillars of <i>green tourism</i> by providing educational content on social media (Instagram, TikTok, Facebook).
Evaluation	Customers can evaluate the organization's value proposition by providing a <i>google form</i> link in the form of questions and evaluation assessments that are informed at the exit gate of the tourist area.
Purchase	Purchases of products and services can be made directly at tourist locations as well as make reservations through the official website of Puncak Besuki and PIC listed in the publication.
Delivery	The delivery of the value proposition to the community is carried out by making a short film as an educational medium to understand it through audio-visual media and publish it on the official online media accounts of Puncak Besuki
After-sales	After-sales support to tourists by publicly informing the contact for the official <i>Customer Service Representative</i> of Puncak Besuki.

### Customer relationship

Relationships that are built with specific customer segments ranging from personal to automated in nature affect the overall customer experience in the form of active communication through social one-fifth *live IG* together from certain locations in Puncak Besuki to give a *spill of* atmosphere and the location when it is *life* so that it attracts the desire of netizens to visit again. Tourism managers and implementers establish personal approaches and communities as *open-minded* actions to receive criticism and input or impressions from tourists. Information and publications related to social media and official online accounts of Puncak Besuki to visitors are socialized as well as possible to establish good relationships of long-term communication so that Tourists do not lose information related to the latest news, conditions, and events that will be held at Besuki Peak to attract the desire to visit again.

### Revenue stream

Revenue streams talk about the value of what customers are willing to pay, what customers are paying for, how they prefer to pay and how much the revenue stream contributes to overall revenue. Fees that may be charged to tourists include: 1) HTM Besuki Tourist Area, 2) HTM Camping and Jungle Track, 3) HTM Outbound Packages, 4) HTM Education Coffee from garden to table, 5) Purchase of besuki coffee products, heavy meals and snacks, 6) Purchase of Besuki-themed merchandise as a souvenir Dues to work together to finance nature conservation programs.

### *Key resources*

A set of essential assets needed for a business model to function correctly. These resources help companies create and offer a value proposition, maintain relationships with customer segments reach markets and earn revenue. The primary resources of this Besuki Peak business model are: 1) Natural resources include atmosphere and scenery typical of mountains, protected and social forests, 2) Human resources have been incorporated in specific organizations, groups and business units with their respective specifications, 3) HR experience with their respective communities already has *tacit knowledge* in their specific fields.

### *Key activities*

An essential activity that is important to do in this business model is the implementation of; 1) Training and managerial assistance in the management of The Besuki Peak Integrated Tourism to the management and related community communities, 2) Education package about local coffee besuki from garden to table, 3) Jungle Track Batu Slate trail with sports activities, religious and historical tourism, and knowledge of flora and fauna along the tracking path, 4) Publication of local customary and cultural activities such as macapat, brass, etc. 5) Sharing ecotourism educational content by carrying out the four pillars of green tourism with the theme of Puncak Besuki on social media, 6) Conducting written data collection to record and record visitors who come in groups/communities and take an approach to get constructive criticism and suggestions and expectations of improvement visitors expect. 7) Promotion through online media to reach netizens from various regions outside Kediri to find out about the integrated tourism of Puncak Besuki. 8) Building digital assets through social media and the official website of Puncak Besuki for promotion, publication, sales of goods/services typical of Puncak Besuki. 9) Providing complete camping services, outbound packages and tour guide services for slate jungle track and climbing to The Top of Wilis. 10) Conducting periodic and consistent research through collaboration with academics to continue to grow in responding to the dynamics of changing times so that the business model remains relevant so that the concept of a tourist village can last the term long on an ongoing basis. 11) Organizing events with communities that often visit Puncak Besuki periodically by providing special offers based on the profile of the needs of each customer community.

### *Key partnership*

A combination of suppliers and partners that support the business model of work, among others are: 1) PMDH Argo Wilis. 2) Paguyuban Wilis Asri. 3) NGO volunteers or academics to provide managerial assistance to related human resources and research needed. 4) Village government. 5) Kediri Regency Tourism Office. 6) KPH Perhutani Kediri Investor.

### *Cost structure*

The costs required in operating this business model include: 1) Procurement of public facilities for prayer rooms in the Gazebo camping ground area Kopi Alas edu-farm for educational activity center. 2) Kopi Alas from garden to table. 3) Procurement and management services for social media, websites and other official online publications of Puncak Besuki to promote. 4) The cost of conditioning and opening the Slate Jungle Track. 5) The cost of offline promotion by procuring banners and offline advertising through AdSense and FB Ads. 6) The cost of capacity of human resources in managing natural resources and community-based tourism business management. 7) Cost of conservation of the flora and fauna of Mount Wilis.

## **Conclusion**

The business model of Ekowisata Puncak Besuki is formulated and designed based on the results of mapping the local potential of the village including natural resources and human resources. The concept of Ecotourism as a new value proposition is intended to revive Jugo Tourism Village so that it returns to exist in the tourism scene covering various fields such as natural tourism, culinary, coffee education, flora and fauna conservation as well as agribusiness managed independently. The cooperation of various parties as stakeholders is needed in realizing village sovereignty through the re-activation of Tourism Villages with the Besuki Peak Ecotourism business model. Community together with each competent community according to their fields. The active role of youth is emphasized in this business

model as an effort by managers to respond quickly to changes and technological advances as well as dynamic consumer behavior.

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