

Analysis of Innovation Efforts on Value Proposition and Key Partnership Elements in Wonocolo Village Tourism, Bojonegoro Regency

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Abstract. This study aims to analyze innovation efforts related to the value proposition and key partnership elements in Wonocolo Village Tourism, Bojonegoro Regency. The research seeks to understand how innovation supports sustainable tourism development and how key partnerships contribute to strengthening the competitiveness of the oil and gas-based tourism village. Using a descriptive qualitative approach, data were collected through interviews with stakeholders, field observations, and literature studies. The findings show that product innovation, stakeholder collaboration, and community engagement play a crucial role in enhancing the village's tourism appeal. However, challenges such as infrastructure limitations, accessibility, and limited partner integration remain key constraints. Strengthening value propositions and expanding partnerships are essential for improving visitor experiences and ensuring long-term sustainability.

Keywords: Tourism, Village Tourism, Value Proposition, Key Partnership

1. Introduction

Wonocolo Oil and Gas Tourism Village, also known as the Texas of Bojonegoro, is one of the unique energy-based tourism destinations in East Java that integrates natural resources, industrial heritage, and community empowerment. The tourism village was developed as a collaborative initiative between the Bojonegoro Tourism Office and PT Pertamina EP, a subsidiary of Pertamina Hulu Energi operating under SKK Migas supervision [1]. This cooperation aimed to transform the legacy of traditional oil drilling sites into a sustainable tourism area that supports both local economy and cultural identity. Tourism in Wonocolo has developed as a response to the shift in community livelihoods from oil extraction to alternative economic activities. The declining productivity of traditional oil wells has encouraged local residents and stakeholders to explore tourism as a potential driver of economic diversification. In this context, innovation plays a central role in designing new tourism products and experiences that can attract visitors while preserving the authenticity of the local environment and history [2].

The growing demand for distinctive rural and heritage-based tourism has made Wonocolo's positioning even more strategic. Visitors are not only interested in scenic beauty but also in educational experiences that allow them to learn about traditional oil mining and geological processes. This type of tourism aligns with the principles of sustainable development, which emphasize environmental preservation, community participation, and economic inclusivity [3].

To manage such a multifaceted tourism concept, an integrated strategic framework is needed. The Business Model Canvas (BMC) provides a comprehensive tool for analyzing tourism development through nine elements, particularly the Value Proposition and Key Partnership components. These two elements are essential because they directly influence how the tourism village delivers unique experiences and how it collaborates with external stakeholders to ensure sustainability [4]. Previous research using the BMC approach in Brajan Tourism Village, Sleman Regency, revealed that improvements in the Value Proposition and the expansion of Key Partnerships significantly contributed to the development of an independent and self-sustaining tourism model [4]. However, many rural destinations, including Wonocolo, still face challenges in maximizing these elements. Therefore, this study aims to identify the characteristics of Wonocolo's Value Proposition and analyze how partnerships among government institutions, private entities, and local communities support the tourism development process.

The novelty of this research lies in its focus on mapping innovation efforts in the context of an oil and gas tourism village—an uncommon form of rural tourism in Indonesia. Through a descriptive qualitative approach, this study explores how Wonocolo integrates heritage, nature, and community-based tourism principles into a unified strategic framework. The results of this research are expected to provide insights into developing sustainable tourism models that balance cultural preservation, environmental protection, and economic empowerment.

2. Literature Review

Tourism Development Strategy

Tourism destination development is a strategic process aimed at improving environmental quality, community welfare, and economic productivity within a specific region. In sustainable tourism, destination development must balance the three dimensions of sustainability—economic, social, and environmental—to ensure long-term benefits [5]. Tourism planning and implementation should involve both government and local community participation to create inclusive and resilient management systems.

Several types of tourism can be developed in rural areas, including marine, agro, adventure, cultural, rural, culinary, and religious tourism [5]. Each category has unique characteristics that contribute to regional economic diversification. In rural contexts, village tourism is considered one of the most effective models for empowering local communities. Through this model,

visitors experience authentic local lifestyles, cultural traditions, and natural landscapes while contributing directly to local income.

Ecotourism, as a part of sustainable rural tourism, combines natural and cultural assets to deliver educational and environmentally conscious experiences. It emphasizes the principles of conservation, participation, and education, ensuring that tourism activities benefit local residents while protecting the ecosystem [5]. Therefore, the development of a tourism village like Wonocolo not only revitalizes the local economy but also preserves cultural identity and environmental integrity.

Value Proposition

The Value Proposition refers to a set of products and services that create distinct value for a specific customer segment [6]. It represents the core reason why consumers or visitors choose one destination over another. In the tourism context, value propositions integrate tangible and intangible experiences—ranging from physical attractions to emotional and cultural engagement—that together enhance visitor satisfaction.

For Wonocolo Village, the value proposition lies in its unique integration of industrial heritage, local culture, and natural beauty. Unlike conventional rural destinations, Wonocolo offers educational tourism experiences that allow visitors to learn about traditional oil drilling methods and local community life. This distinctive blend of heritage and learning positions the village as an innovative form of energy-based tourism.

Developing a strong value proposition requires continuous innovation to align visitor expectations with the destination's identity. Innovations may involve upgrading infrastructure, curating authentic visitor experiences, or expanding service offerings. These innovations ensure that the village remains competitive while maintaining its commitment to sustainability and authenticity [6].

Key Partnerships

The Key Partnership element is a vital component of the Business Model Canvas, emphasizing collaboration among stakeholders to achieve shared objectives. Partnerships in tourism involve cooperation between public and private entities, communities, and supporting institutions that collectively contribute to tourism development [6].

In Wonocolo Village, partnerships are established among the Bojonegoro Tourism Office, PT Pertamina, and local communities. The government facilitates policy-making, funding, and infrastructure provision; the private sector contributes investment and management support; while local residents participate in hospitality and cultural preservation. Strong partnerships extend beyond local cooperation. Collaboration with educational institutions, media organizations, and tourism associations enhances destination promotion, research, and

community capacity building. These partnerships allow tourism managers to optimize resources, improve marketing outreach, and foster innovation.

The interaction between Value Proposition and Key Partnership elements is crucial. A compelling value proposition enhances visitor appeal, while strategic partnerships ensure operational sustainability. Together, they form the foundation for an integrated and adaptive tourism management framework that can sustain long-term competitiveness in Wonocolo Village [6].

3. Research Method

This study employs a descriptive qualitative approach supported by a case study design to analyze innovation efforts in the Value Proposition and Key Partnership elements of Wonocolo Village Tourism [7]. The qualitative method is appropriate because it allows researchers to explore social phenomena in depth, capturing perspectives, experiences, and meanings directly from participants. The case study design provides a comprehensive understanding of the real-life conditions and dynamics within the tourism village, including its management, operations, and collaborative networks.

Research Location and Focus

The research was conducted in Wonocolo Village, located in Kedewan District, Bojonegoro Regency, East Java. This area was chosen because of its distinctive oil-and-gas-based tourism potential and its ongoing transformation from a traditional energy site into a community-based tourism destination. The research focuses on two main elements of the Business Model Canvas—Value Proposition and Key Partnership—which are considered crucial in strengthening tourism innovation and sustainability.

The Research Data

Data were collected from both primary and secondary sources. Primary data were obtained through semi-structured interviews with key informants, including the Wonocolo Village Secretary and two tourism management staff members directly involved in daily operations. These participants provided insights into the implementation of tourism innovations, partnership collaborations, and challenges in developing the village's value proposition. Secondary data were derived from academic journals, government publications, tourism reports, and documentation related to Wonocolo's tourism programs. These sources helped validate the primary findings and provided contextual understanding of regional tourism policies and business models.

Three main techniques were used to collect data:

1. Interviews — conducted with selected resource persons to obtain detailed information about innovation practices, partnership patterns, and managerial strategies in Wonocolo tourism.
2. Observation — carried out directly in the field, focusing on visitor behavior, the condition of tourist facilities, and the implementation of tourism activities at sites such as Geopark Museum, Halfway House, and Alang-Alang Field.
3. Documentation Study — used to collect secondary materials, such as reports, photos, and visitor statistics, which supported triangulation and verification of the findings.

Data analysis was carried out in three stages:

1. Data Reduction — simplifying, categorizing, and focusing data to highlight essential aspects relevant to innovation and partnership development.
2. Data Presentation — organizing and displaying the data in descriptive narratives and tables to facilitate interpretation.
3. Conclusion Drawing and Verification — interpreting the patterns, relationships, and meanings found in the data to develop theoretical and practical insights [8].

This analytical process was iterative, meaning that data collection and analysis occurred simultaneously. Patterns and themes were identified progressively as the researchers refined their understanding of the phenomena in Wonocolo Village.

4. Results and Discussion










Overview of Wonocolo Village

Wonocolo Village, located in Kedewan District, Bojonegoro Regency, East Java, is widely recognized as an energy-based tourism destination. The village is characterized by its numerous traditional oil wells that have existed since the Dutch colonial era, some of which are more than a century old. These wells, scattered across hilly landscapes, form the main visual and historical attraction of the village. The community's livelihood has historically depended on oil drilling activities. However, as natural oil production continues to decline, the local government and community have initiated efforts to transform the area into a tourism-based economy. This transformation not only serves as a means of economic diversification but also helps preserve the historical legacy of Indonesia's early oil industry. The unique natural and industrial landscape of Wonocolo presents significant potential for sustainable tourism. The combination of geological heritage, traditional mining culture, and rural environment provides an authentic experience that differentiates Wonocolo from other tourism destinations in Bojonegoro.

The Business Model Canvas (BMC) approach was used to identify strategic elements contributing to Wonocolo's tourism development. Table 1, located in this section, presents the BMC framework as applied to Wonocolo Village Tourism. It outlines nine interconnected components—customer segments, value propositions, key partnerships, customer relationships,

The Business Model Canvas

Designed for: Designed by: Date: Version:

Key Partners  <ul style="list-style-type: none"> Government tourism office of Bojonegoro tourism awareness group by Kedewan Pertamina company 	Key Activities  <ul style="list-style-type: none"> new tourism planning adding tourist facilities 	Value Propositions  <ul style="list-style-type: none"> Along-along fields view of oil wells historical tourism event tourism avocado orchard experience tourism (Jeep adventure) educational tourism Geopark museum and halfway house 	Customer Relationships  <ul style="list-style-type: none"> social media tour guide 	Customer Segments  <ul style="list-style-type: none"> Domestic (Students, families, students, groups) Foreign/abroad
Key Resources  <ul style="list-style-type: none"> Mining land, supporting buildings, natural resources, natural raw materials 		Channels  <ul style="list-style-type: none"> tourist trip 		
Cost Structure  <ul style="list-style-type: none"> operating cost labor wages promotion cost development cost cost of maintenance 		Revenue Streams  <ul style="list-style-type: none"> tourist ticket sales accommodation services Museum entrance fee halfway house room rental costs 		

The analysis of the BMC elements indicates that the Value Proposition and Key Partnerships components play a central role in shaping the success of Wonocolo's tourism strategy. These two elements are therefore explored further in the following subsections.

Based on the results of interviews and field observations, Wonocolo Village has several tourism objects that serve as its primary value propositions, all of which are managed by the local community. These attractions combine natural, historical, and cultural elements that reflect the unique identity of Wonocolo as an oil and gas tourism village.

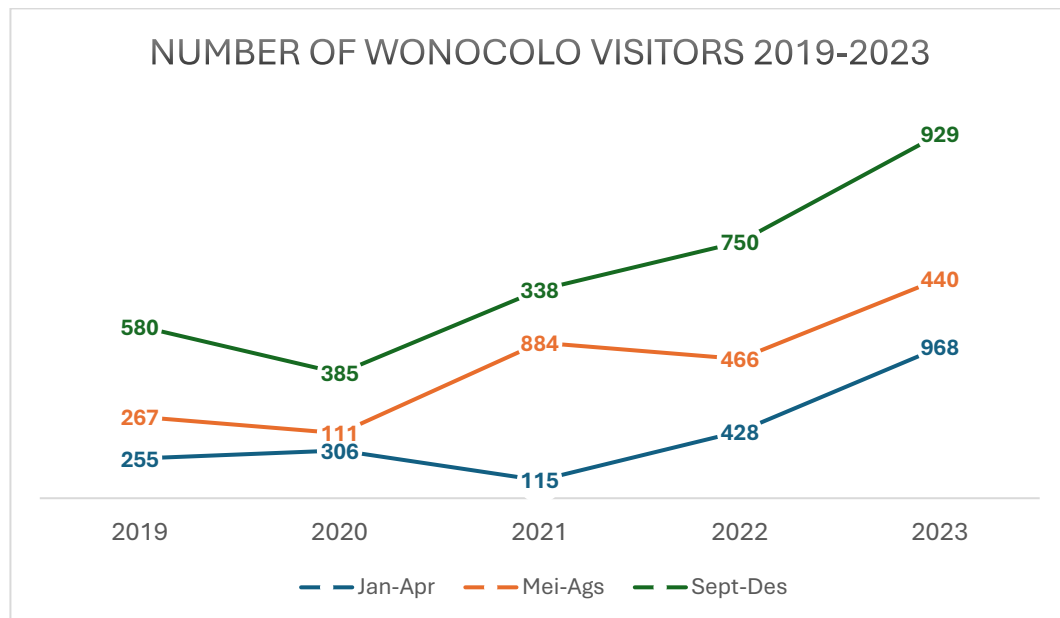
Table 1 below summarizes the main tourism objects, their characteristics, and the innovations implemented by local management.

Table 1. Tourism Objects and Innovations in Wonocolo Village			
No.	Object name	Object description	Innovations carried out
1.	Reed Field	The Alang-alang field is a field in the middle of the Wonocolo oil well. This field is a gathering hall for group and individual tourists who enjoy views of old oil wells. This field is also a gathering point for groups of off-road jeeps , ceremonies and so on.	In the field reeds This there is letter big it says “ Wonocolo ” like HOLYWOOD in Santa Monica, as well sky bridge (bridge view) facing direct to road main and expanse of corn fields as well as well oil old . Field reeds this too has done it be equipped chair long under a canopy roof , mini playground , prayer room and toilet.
2.	Museum Geopark and Halfway House	A House empty in the village Wonocolo modified like that appearance became a museum and a house stop by . The history of Wonocolo is stored and exhibited in the halfway house museum This . This museum presents the history of oil mining in Wonocolo since the 1970s.	House museum stop by displays documentation history mining oil raw Wonocolo, this museum is also available a number of fossil animal ancient ones found nearby village Wonocolo . House museum stop by It also provides 4 rooms can sleep rented visitors For stay at Wonocolo .
3.	Texas sky bridge	Texas sky bridge is on the surface more tall from reeds so that presentation view more seen wide . Second sky bridge This show side view Wonocolo from more angle tall . On location this is also available roadside stall eatery that sells rolled rice and chili sauce anchovies which are food typical from Wonocolo .	Texas sky bridge offers view bridge look with corner different view from reeds . This location also has One tower that can climbed by visitors. Apart from bridge look , at the location It is also available with large writing "TEKSAS WONOCOLO" which can be used used For selfie .

Source : processed by researchers

The existing value propositions in Wonocolo have been successful in attracting domestic visitors and increasing public awareness of the region’s heritage-based tourism potential. This success is reflected in the growing number of tourist arrivals over the past five years.

Figure 2 presents the data on tourist visits to Wonocolo Village from 2019 to 2023, illustrating the fluctuation patterns influenced by external and internal factors.



Source: results of document analysis by researchers

Figure 2. Amount Visitors Wonocolo

The data show that the number of tourists declined significantly in 2020 and 2021 due to restrictions during the COVID-19 pandemic. However, visitor arrivals increased again in 2022 and 2023, surpassing pre-pandemic levels. This recovery indicates a positive trend in public interest toward rural and heritage tourism after the pandemic. Recognizing the vast tourism potential in Wonocolo, further efforts are needed to strengthen its competitiveness and sustainability.

Despite its growing popularity, several challenges still hinder optimal development, including the following:

1. **Lack of Public Awareness**
Many Wonocolo residents still prioritize income from traditional oil mining. Since oil production remains a significant source of livelihood, some residents are concerned that tourism activities might reduce their access to oil resources or lead to greater control by external parties such as PT Pertamina. These perceptions have limited community involvement in tourism management.
2. **Limited Accessibility**
Access roads to key attractions such as Alang-Alang Field and Texas Sky Bridge remain steep, rocky, and unpaved. These routes are located on elevated terrain, making them difficult to traverse for motorcycles and small vehicles. Road improvements have been

delayed due to land ownership complexities involving Perhutani from both East Java and Central Java provinces, as portions of the main road pass through state-managed forest areas. Interestingly, the same rugged paths are often used as off-road routes for jeep and trail motorbike tours, providing visitors with an adventurous experience that reflects the area's natural conditions.

Addressing these challenges requires coordinated efforts among stakeholders, particularly between local communities, government agencies, and private partners. Infrastructure enhancement and community empowerment are crucial to improving tourist satisfaction and ensuring sustainable development in Wonocolo Village.

Key partnerships that have been established

The success of Wonocolo Village Tourism depends heavily on the establishment of effective and sustainable partnerships. The involvement of various institutions and stakeholders ensures that the village's tourism ecosystem functions efficiently and continues to grow over time. Partnerships in Wonocolo involve multiple actors—government institutions, private companies, local communities, and other supporting organizations.

These partnerships play different yet complementary roles in developing and maintaining the tourism model.

1. **Bojonegoro Tourism Office**
The Bojonegoro Tourism Office serves as the primary coordinator of tourism activities in Wonocolo. Its responsibilities include promoting the destination, improving supporting facilities, and providing tourism guidance and training. The office also organizes exhibitions and regional tourism campaigns to increase visitor awareness and attract both domestic and international tourists.
2. **PT Pertamina EP**
As the historical operator of the oil wells in Wonocolo, PT Pertamina plays a strategic role in facilitating the transformation of the area into an energy-based tourism village. The company contributes infrastructure support, information materials, and assistance in environmental management. Pertamina's involvement also adds credibility to the destination and fosters a positive image of industrial heritage preservation.
3. **Local Government of Bojonegoro Regency**
The regional government supports the development of tourism infrastructure such as access roads, signage, and rest areas. It also helps in policy formulation, investment facilitation, and coordination among different agencies.
4. **Local Communities and Tourism Groups (Pokdarwis)**
The Kelompok Sadar Wisata (Pokdarwis) or Tourism Awareness Group represents the backbone of tourism management at the village level. This group manages daily operations, maintains attractions, and provides hospitality services. Community

participation ensures that tourism benefits are distributed fairly and that local traditions are preserved.

5. Micro, Small, and Medium Enterprises (MSMEs)

Local MSMEs are engaged in providing culinary products, handicrafts, and souvenirs for tourists. However, their involvement remains limited. There is potential to enhance collaboration through branding initiatives, product standardization, and integration into official tourism packages.

6. Academic Institutions and Travel Agencies

Academic institutions can assist through research, training, and student fieldwork, while travel agencies help design tourism packages and market them to wider audiences. Their engagement can improve both operational professionalism and promotional effectiveness.

The establishment of these partnerships demonstrates a multi-stakeholder collaboration model that aligns with the Business Model Canvas (BMC) framework. Through strong partnerships, the tourism village gains resources, expertise, and legitimacy—essential elements in maintaining innovation and competitiveness [7]. Nevertheless, coordination challenges remain, particularly in integrating local communities with external partners. Strengthening institutional collaboration, encouraging transparent communication, and building capacity among community members are necessary to ensure that partnership benefits are shared equitably.

5. Conclusions

This study analyzed innovation efforts in the Value Proposition and Key Partnership elements of Wonocolo Village Tourism using the Business Model Canvas approach. The findings indicate that both elements play a critical role in building the sustainability and competitiveness of the destination. The Value Proposition of Wonocolo lies in its ability to integrate industrial heritage, environmental education, and community participation into a unified tourism experience. The innovations implemented in attractions such as Alang-Alang Field, the Geopark Museum, and the Texas Sky Bridge have successfully enhanced the village's appeal by combining authenticity with visitor comfort. Meanwhile, the Key Partnership element demonstrates that collaborative engagement among stakeholders—such as the Bojonegoro Tourism Office, PT Pertamina, local communities, and other supporting organizations—forms the foundation for long-term tourism management. These partnerships not only provide resources and infrastructure but also strengthen governance, innovation, and community empowerment. However, sustaining tourism growth in Wonocolo still requires continuous effort to improve accessibility, strengthen institutional collaboration, and integrate local micro-businesses into tourism programs. Overall, the synergy between innovation and partnership contributes significantly to achieving a balanced model of economic development, cultural preservation, and environmental sustainability, positioning Wonocolo as a potential benchmark for energy-based rural tourism in Indonesia.

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