

Formulation of a Business Strategy to Improve Educational Tourism on Pasaran Island

Nindytia Puspitasari Dalimunthe¹, Dwi Asri Siti Ambarwati², Dorothy Rouly Haratua Pandjaitan³

{nindytia.puspitasari@feb.unila.ac.id¹, dwi.asri@feb.unila.ac.id², dorothy.rouly81@gmail.com³}

Department Economic and Business, University of Lampung, Lampung, Indonesia^{1,2,3}

Abstract. The potential of Pasaran Island as an anchovy embilment center in Lampung offers significant opportunities for developing embilment fisheries. Challenges such as transportation outside the island, suboptimal involvement of community groups, and product packaging that needs to be improved form the main basis of this research. Business Model Canvas is the main approach in this research that aims to formulate a sustainable business strategy to overcome these obstacles. A mixed-methods approach with embilment fisheries embilment growth data and the role of the Kalaju Pulau Pasaran Fishermen Producer Cooperative will provide in-depth insights. More than just improving educational tourism, this research has the potential to create a positive impact in improving the economic and social welfare of the community. This research aims to analyze effective business strategies in increasing the embilment of tourists on Pasaran Island, as well as increasing the sustainability of educational tourism amidst the various challenges and opportunities that exist on the island. It is hoped that this research can contribute to the development of embodied edu-tourism and business strategies on Pasaran Island.

Keywords: Strategy, educational tourism, fisheries and business.

1 Introduction

Indonesia is a country rich in marine natural resources. Currently, Indonesia has the potential of marine resources that have become one of the potentials utilized by the population. The potential of fish resources (SDI) has reached 12.01 million tons per year in 11 fish management areas. Fishery resources can not only be used as raw material for food but can also be used as medicine. Like anchovies that have many benefits such as maintaining heart disease, preventing thyroid disease, and can prevent heart disease from an early age.

In Fig. 1. it can be seen that export growth in Indonesia has always increased from year to year. In August 2022 the value of exports in Indonesia increased by 30.15% compared to the previous year. The increase consisted of agriculture, forestry and fisheries [1]. The number of fisheries is the most dominating embilment in the value of exports in Indonesia.



Fig 1. The development of import and export in Indonesia
Source: bps.go.id

Currently in Indonesia, many islands have developed into fishing producers. One of them is the market island fishermen producer cooperative. Pasaran Island is a small island located in Teluk Betung Lampung that holds great potential in fisheries embeds. Pasaran Island has a cooperative called Kalaju Fishermen Producer Cooperative of Pasaran Island, established on August 15, 2023, this Producer Cooperative was born in response to the need for sustainable fisheries resource management and economic empowerment of fishing communities. Since then, they have grown into a solid entity that plays an important role in anchovy processing in the region. Quoted from [2], embil fisheries ranks first in the livelihood and economic activities of the Pasaran Island community. In addition to rice anchovy processing, the people of Pasaran Island also carry out catching and processing activities of squid, and other fish and there are also nine communities that cultivate grouper, white snapper and green embryo using floating embryo cages (KJA).

As the center of anchovy processing in Lampung, Pasaran Island is one of the fishery resources that has great potential for small pelagic fish species, especially anchovies (*Stolporus sp.*). Based on data from the [3], Lampung Province's anchovy production in 2020 was 22,101.95 tons of the total capture fisheries production volume of 204,169.06 tons or around 10.83% [3]. The abundant capture fisheries results are also supported by the large number of fishery households in Lampung Province.

Sentra Kuliner is a business unit in the market island fishermen producer cooperative established with the main objective of promoting and developing a diversity of processed anchovy products and other seafood. Its main focus is to create a culinary center that becomes a leading destination, combining traditional flavors with culinary innovation. With this purpose and function, the Culinary Center is expected to become an important pillar in advancing local culinary embellishments, increasing fishermen's income, and supporting the development of culinary tourism in the Pulau Pasaran and Kota Karang areas, Bandar Lampung. Edu-tourism is a tourism concept that combines education and recreation. This concept is increasingly popular because of the interesting and fun learning experience for tourists. Edu-tourism can open new

gates of knowledge and insight that lead tourists to an unforgettable educational experience. To attract tourists and increase the educational value of tourist destinations, a solid business strategy is needed.

Business Model Canvas (BMC) is a valuable tool to help entrepreneurs and organizations develop and evaluate business strategies. The use of BMC in business can increase the chances of achieving success by carrying out several strategies such as defining target markets, building strong value proportions, developing effective marketing and sales strategies and also increasing the efficiency and effectiveness of operations.

2 Literatur Review

2.1 State of The Art

1. Research conducted by [4] identified that educational tourism interventions focused on understanding marine ecology and sustainable practices were able to increase local community awareness. The results of the study state that efforts to optimize the principles of ecotourism are needed by involving pentahelix elements, which emphasize understanding and knowledge of ecotourism and active community involvement.

2. Research by [5] explored collaboration between the government, educational institutions, and the tourism industry in managing natural resources in the maritime natural park of Marseguk Regency. The study highlighted the importance of involving all stakeholders in designing and implementing these programs to ensure long-term sustainability.

3. Research by [6] emphasized the need for a strategic approach to utilizing local communities at Teupin Layeu Beach Iboih Sabang. Through the involvement of participatory activities from local communities, the program becomes more relevant and has a positive impact on the welfare of the community as well as the local marine environment. The results showed that ecotourism management at Teupin Layeu Beach Iboih is based on the active involvement of local communities and various other parties in efforts to preserve the environment and develop sustainable tourism.

The research described above has a relationship to this research, which discusses the education-tourism strategy even though the location and sector studied are not the same. None of the three studies above focuses on the development of education-tourism that explains business strategies that can increase the potential of the local community. Therefore, this research is expected to examine more broadly, so that it can formulate business strategies in increasing market island education-tourism.

2.2 Edu-Tourism

Edu-tourism or tourism-based education has now become an innovative paradigm in the world of education. Educational Tourism is defined as a learning experience organized and managed by an institution [7]. The concept is an integration between learning and the surrounding environment. Research by [8] showed that hands-on field experiences, such as involving fishermen in anchovy and squid marine capture activities, not only improved their understanding of sustainable fishing practices but also increased their awareness of the importance of protecting marine resources.

It is important to recognize that the successful implementation of edu-tourism in fishermen market business development does not only involve knowledge transfer, but also pays attention to social and economic aspects. The results of research by [9] highlighted that involving local communities in the learning process and business development can create a strong bond between education, economic empowerment, and community welfare.

Based on the literature that has been described, there is a strong basis for applying edu-tourism in fishermen's market business development by utilizing the potential of marine capture and developing marine aquaculture. This approach can not only improve fishers' knowledge and skills, but also support local economic growth and environmental sustainability through sustainable practices in marine resource management.

3 Methods

3.1 Research Design

This research uses a qualitative approach with a case study method. The qualitative approach was chosen because this research aims to understand and analyze in depth the right business strategy to improve educational tourism on Pasaran Island. The case study was chosen because this research focuses on one specific case, namely Pasaran Island [10].

3.2 Collection Data Techniques

Data was collected using several methods, namely:

- Interviews: Interviews were conducted with key stakeholders, such as local government, tourism managers, local communities, and tourists. The interviews aimed to obtain information about the potential of Pasaran Island's edu-tourism, the problems faced, the needs of stakeholders, and potential business strategies to improve edu-tourism [11]
- Observation: Observations were conducted to study the existing conditions of edu-tourism on Pasaran Island, such as tourist attractions, tourist facilities, and infrastructure [12].
- Documentation: Documentation was conducted to collect secondary data, such as the profile of Pasaran Island, tourist visitor data, and local regulations related to edu-tourism.

3.3 Data Analysis

The collected data was analyzed using the Business Model Canvas (BMC). BMC is a tool used to visualize and analyze business models.

BMC consists of nine elements, namely:

- Value proposition: The value offered to customers [13].
- Customer segments: Targeted customer segments.
- Channels: Channels used to reach customers.
- Customer relationships: Relationships built with customers.
- Revenue streams: Revenue streams generated from the business.
- Key resources: Key resources needed to run the business.

- Key activities: Key activities performed to run the business.
- Key partnerships: Partnerships needed to run the business.
- Cost structure: The structure of costs incurred to run the business.

4 Result and Discussions

4.1 Profile of Pulau Pasaran

Pasaran Island, a small island located in Teluk Betung Lampung, holds great potential in the fisheries sector. Pasaran Island has a cooperative called Kalaju Pulau Pasaran Fishermen Producer Cooperative, established on August 15, 2023, Kalaju Pulau Pasaran Producer Cooperative was born in response to the need for sustainable fisheries resource management and economic empowerment of fishing communities. Since then, we have grown into a solid entity and play an important role in anchovy processing in the region.

Vision

To become an excellent, trusted, modern cooperative and the leading anchovy processed production and distribution center in Lampung region.

Mission

1. Develop product innovation and production processes in anchovy processing to ensure superior quality and business sustainability.
2. Conduct business operations with a focus on environmental sustainability and social responsibility
3. Improve the competencies and skills of cooperative members and employees through training and development programs.

4.2 SWOT Analysis for Small Industry Strategy in Pulau Pasaran

The analysis method is a system analysis using SWOT analysis. SWOT analysis is to systematically identify various factors to formulate a strategy that is expected to solve a problem, this analysis is based on logic that can maximize strengths and opportunities, but together can maximize weaknesses and threats [14].

Based on the results of research that has been carried out directly in the field, the SWOT analysis can be described as follows.

First, Strengths (Strenghts) is a condition of strength contained in existing organizations, projects or business concepts, the strengths analyzed are factors contained in the body of the organization, the business concept project itself, namely what strengths the business has can be developed to be more resilient to be able to survive in the market and be able to compete for further development [14]. Strenghts owned by Pasaran Island is one of the islands in Lampung Province which is administratively located in West Teluk Betung District, Bandar Lampung city. Most of the residents of Pasaran Island depend on anchovies for their livelihoods, making Pasaran Island one of the centers of the anchovy-producing industry in Lampung. As a production center producing anchovies and other marine products that have superior quality,

and can be used as a special attraction in the domestic and international markets. This is supported by the skills and knowledge in managing marine products in each local community that has been passed down from generation to generation. Seafood that has been processed and will be distributed outside the city or abroad can be easily done because Pasaran Island is located near the port, which facilitates product access to a wider market. The management of marine products is certainly processed by a fairly strong local community that has high solidarity that facilitates cooperation in business development and problem solving in the processing of marine products on Pasaran Island.

Second, weakness is a condition of weakness contained in the existing organization, project or business concept, the existing weakness is any factor that is not profitable or detrimental to the development of the business or project [15]. The weaknesses of the management of marine products on Pasaran Island are limited access to infrastructure, namely poor roads, inadequate electricity for local residents, and clean water sources that are difficult to find on Pasaran Island, of course this can hamper production and distribution. In terms of capital and technology, many small industries struggle to obtain capital and modern technology to improve efficiency and product quality. The large number of small industries operating on a small scale limits production capacity and reduces competitiveness. Then, the weakness of Pasaran Island lies in the limitations of branding and marketing strategies carried out by the local community, making it difficult for local products to compete in a wider market.

Third, Opportunity is a condition of future development opportunities that occur, conditions that occur are opportunities from outside the organization, project or business concept, itself, for example competitors or policies [15]. Opportunities that exist in the Pasaran Island seafood business can be developed for the success of Pasaran Island seafood. The ever-increasing market demand for seafood products, both in the domestic and international markets, certainly benefits Pulau Pasaran to continue to supply the needs of these demands in increasing quantities. Small and medium enterprises (SMEs) are well supported by government programs such as capital assistance, business development training, and free promotion that can be utilized by seafood businesses on Pasaran Island. New technologies in seafood processing and distribution can be adopted to improve efficiency and product quality. The seafood managed by Pulau Pasaran is certainly high in nutrients that are healthy for public consumption. The increasing public awareness of healthy food consumption opens up opportunities to market Pulau Pasaran's nutrient-rich seafood products.

Fourth, threats are conditions that threaten from outside. These threats can disrupt the organization, project, or business concept itself [15]. Threats that could occur on Pasaran Island were identified to reduce the risks that could occur. The threat of the impact of climate change and extreme weather can affect marine catches, which are the main raw material for small industries on Pasaran Island. Similar competing products from other countries that offer similar products at a lower price than the Pasaran Island seafood products can also threaten the sustainability of the Pasaran Island seafood small-scale industry. Dependence on sea products that fluctuate in price can affect the stability of production and profits. Not only that, limitations in skilled and trained labor can hinder the growth of small-scale industries in Pasaran Island.

4.3 Marketing Strategy Recommendations

The development of educational tourism on Pasaran Island has enormous potential to improve the welfare of the community and preserve the environment. The abundant fishery potential and

unspoiled natural beauty are the main attractions for tourists. However, to achieve these goals, careful planning and strategy are needed.

The development of educational tourism on Pasaran Island requires a comprehensive strategy. Diversification of edu-tourism products by involving local communities will enrich the tourist experience. Unique thematic tour packages, such as conservation education and archipelago culinary, can attract tourists. Intensive promotion through digital platforms and cooperation with various parties will increase the visibility of Pasaran Island. Improving infrastructure and the quality of human resources are also key to the successful development of edu-tourism on Pasaran Island. The construction of facilities that support tourism activities, such as hiking trails and photo spots, will attract tourists. In addition, training for local people to become tour guides and accommodation managers will improve service quality.

The application of the concept of sustainable tourism is very important in the development of edu-tourism on Pasaran Island. Cooperation with the government, MSMEs, and educational institutions will strengthen synergy and support business sustainability. Through good waste management and environmental preservation, Pasaran Island can become a responsible tourist destination. The development of edu-tourism on Pasaran Island requires a holistic approach. Product diversification, intensive promotion, infrastructure development, improving the quality of human resources, cooperation with various parties, and the application of the concept of sustainable tourism are elements that are interrelated and must go hand in hand. Thus, Pasaran Island can become an attractive, sustainable tourist destination, and provide benefits to the local community.

By implementing the right strategy, Pasaran Island can become an attractive and sustainable edu-tourism destination. However, the success of edu-tourism development does not only depend on the efforts of the government and business actors, but also on the active participation of the community. Therefore, it is important to continuously evaluate and adapt to changes that occur.

4.4 BMC (Business Model Canvas)

The mentoring process began by building partnerships with the management and key members of the Kalaju Fishermen Producer Cooperative of Pasaran Island. Through intensive dialog, it was revealed that the cooperative has great potential to develop various fisheries-based business units. However, the cooperative also faces challenges such as limited capital and market competition. To overcome these challenges, we introduced the Business Model Canvas (BMC) as a tool in designing innovative and sustainable business strategies. With BMC, cooperatives can identify new business opportunities, optimize the use of resources, and improve competitiveness in the market. Through a participatory process, we co-designed a BMC that is in line with sustainable development goals. The results obtained are as follows:

1) Value Proposition

- **Product Diversification:** Offers a wide range of fishery products from fresh fish to processed products, meeting the needs of various market segments.
- **Guaranteed Quality:** Products are produced through hygienic processing and using modern technology.
- **Stable Supply Availability:** Guarantees product availability throughout the year.

- Competitive Price: Offering competitive prices compared to similar products in the market.
- Complete Services: Provides a wide range of services from catch processing to retail sales.
- Village Development Support: Contributing to the improvement of the economy and welfare of the people in Pasaran Island.

2) Customer Segments

- Local Consumers: Households, food stalls, small restaurants.
- Restaurants and Hotels: Especially those serving seafood menus.
- Modern Market: Supermarkets, minimarkets.
- Food Processing Industry: Food processing plants that require fresh fish raw materials.
- Travelers: Both domestic and foreign tourists.
- Fishermen Members: As consumers of processed products and users of workshop services.

3) Channels

- Traditional Market: Selling products directly to traditional markets.
- Modern Markets: Collaborate with supermarkets and minimarkets.
- Restaurants and Hotels: Selling directly or through distributors.
- E-commerce: Utilize e-commerce platforms to reach a wider audience.
- Cooperative Retail Stores: Sell products directly to consumers at cooperative retail stores.
- Events and Exhibitions: Participate in local product exhibition events to introduce products.

4) Customer Relationships

- Personal: Build good relationships with customers through effective communication and satisfactory after-sales service.
- Long-term: Establish long-term cooperation with key customers to create loyalty.
- Customization: Offering products and services tailored to customer needs.
- Community: Build a community of customers through loyalty programs and joint activities.

5) Revenue Streams

- Product Sales: Sales of fresh fish, processed products, and other products.
- Facility Rental: Frozen warehouse rental, kiosk rental, and space rental at culinary centers.
- Processing Services: Charges third parties for processing services.
- Transportation Services: Charges transportation costs for product delivery.
- Income from Tourism Activities: If there are related tourism activities, such as culinary tourism or educational tourism.

6) Key Resources

- Natural Resources: The sea as the main resource for obtaining fish.
- Human Resources: Fishermen members, skilled labor in fish processing, and marketing personnel.
- Facilities: Drying house, frozen warehouse, culinary center, kiosk, workshop, and transportation fleet.
- Cooperative Brand: The identity and reputation of the cooperative.
- Network: Distribution network, fishermen network, and business partner network.

7) Key Activities

- Fishing: Conducting sustainable and environmentally friendly fishing.
- Catch Processing: Cleaning, processing and packaging the catch.
- Marketing and Sales: Promoting and selling products.
- Facility Management: Maintaining and developing existing facilities.
- Product Development: Developing new processed products to meet market needs.
- Member Training: Provide training to cooperative members to improve product and service quality.

8) Key Partnerships

- Local Government: Receive support for business development policies and programs.
- Financial Institutions: Gain access to capital for business development.
- Research Institutions: Cooperate in developing new products and improving product quality.
- Business Associations: Join associations to obtain market information and business opportunities.
- Raw Material Suppliers: Purchase fishing equipment and raw materials at competitive prices.
- Restaurants and Hotels: Establish cooperation to supply products.

9) Cost Structure

- Operational Costs: Fuel cost, boat maintenance cost, employee salary cost, electricity cost, water cost, facility rental cost.
- Marketing Costs: Promotion costs, packaging costs, transportation costs.
- Investment Costs: Purchase of new boats, construction of processing facilities, purchase of equipment.

Table 1. Strategy chart

<i>Key partnerships</i>	<i>Key activities</i>	<i>Value proposition</i>	<i>Customer Relationship</i>	<i>Channel</i>
1. Local government	1. Fishing 2. Catch processing 3. Marketing and sales	1. High quality fresh fish 2. Diverse and innovative	1. Personalized, long-term, community-based	1. Traditional market 2. Modern market

2. Fisheries research institute	4. Facility management	processed products	2. Builds strong relationships with customers through loyalty programs, training, and participation in decision-making	3. Restaurants and hotels
3. Higher education institutions	5. New product development		3. Efficient logistics services	4. E-commerce
4. Business association	6. Member training	4. Culinary center with a distinctive marine atmosphere	5. Access to affordable fishing equipment	5. Cooperative retail stores
5. Restoran	7. Equipment maintenance			6. Local product exhibition event
6. Hotels	<i>Key Resources</i>		<i>Customer segment</i>	
7. Raw material suppliers	1. Member fishermen	5. Access to affordable fishing equipment	6. Contribution to village development	1. Member fishermen
8. Financial institutions	2. Boat fleet			2. Local consumers
	3. Processing facilities (drying house, frozen warehouse)			3. Restaurant
	4. Culinary center			4. Hotels
	5. Storage warehouse			5. Travelers
	6. Kios			6. Retailers
	7. Workshop			7. Food processing industry
	8. Cooperative brand			
	9. Distribution network			
<i>Cost Structure</i>			<i>Revenue stream</i>	
1. Boat operating costs			1. Fresh fish sales	
2. Processing cost			2. Sales of processed products	
3. Marketing cost			3. Frozen warehouse rental	
4. Facility rental fee			4. Kiosk rental	
5. Employee salary costs			5. Income from culinary center	
6. Equipment maintenance costs			6. Revenue from transportation services	
7. Energy costs			7. Sales of fishing equipment	
8. Transportation costs				

The BMC design is a guide for implementation which, according to [16], is a business model that describes the rationale for how organizations create, deliver and capture value. This draft BMC is a roadmap for Kalaju Fishermen Producer Cooperative of Pasaran Island to achieve its goal of improving member welfare and developing the village. With a focus on product and service innovation, and the application of sustainability principles, the cooperative can create significant added value for all stakeholders. Through collaboration with various partners, the

cooperative will be able to overcome existing challenges and contribute to the achievement of the Sustainable Development Goals [11].

5 Conclusions and Suggestions

5.1 Summary

This research has uncovered the great potential of the Kalaju Fishermen Producer Cooperative of Pasaran Island in maximizing the added value of its abundant fishery resources. Through the application of the Business Model Canvas (BMC) framework, this research has successfully designed a business model that is comprehensive and adaptive to the changing market dynamics. The results show that by optimizing existing resources, building strategic partnerships, and continuously innovating in product and service development, the cooperative can improve its competitiveness and make a significant contribution to local economic growth.

Furthermore, the study also highlights the important role of human resources in the successful implementation of this business model. By enhancing the capacity and skills of cooperative members and actively involving them in decision-making, cooperatives can build a strong, results-oriented organizational culture. In addition, this study also emphasizes the importance of paying attention to sustainability aspects of doing business, both environmentally and socially. By adopting sustainable business practices, cooperatives can not only enhance their brand reputation, but also contribute to sustainable development.

5.2 Suggestions

To achieve sustainable success, Kalaju Fishermen Producer Cooperative of Pasaran Island needs to focus on several key aspects. First, consistently implement the Business Model Canvas (BMC) that has been designed, prioritizing the most promising business units. Second, strengthen partnerships with various related parties to expand the network and access wider resources. Third, increase the capacity of human resources through training and development. Fourth, continue to innovate in developing products and services in line with market trends. Fifth, utilize technology to increase efficiency and market reach. Finally, ensure that all business activities are conducted in a sustainable manner, both from an environmental and social aspect. By implementing these suggestions, cooperatives can become successful business models and contribute to sustainable development.

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