

DIVING TOUR PACKAGE DESIGN WITH BUSINESS MODEL CANVAS APPROACH AT NUKILA DIVE CENTER TERNATE, NORTH MALUKU

Moehamad Alfari Ramadhan*¹, Asep Agus Handaka Suryana² Donny Juliandri Prihadi^{3,4},
Fanny Kristiandhi³, Wahyuniar Pamungkas³

¹ Marine Tourism Program Study, Universitas Padjadjaran, ²Departemen of Fishery, Universitas Padjadjaran, ³ Departemen of Marine Science, Univesitas Padjadjaran, ⁴Center for Sustainable Tourism Studies, Universitas Padjadjaran,

Email: C.asep.agus@unpad.ac.id, donny.juliandri.prihadi@unpad.ac.id, fanny.kristiandhi@unpad.ac.id, wahyuniar.pamungkas@unpad.ac.id.

Abstract

The development of marine tourism in Ternate has shown significant growth in recent years. The island offers marine ecotourism in the form of stunning underwater beauty, with beautiful coral reefs and rich marine biodiversity. Nukila Dive Center has an important role in the sustainability of tourism to support the tourism industry in Ternate. The business model approach is one of the important factors for the success of a company. The purpose of this study is to identify the Nukila Dive Center business model and identify the steps to create a conservation-based diving tour package. The business modeling method and the design of a conservation-based diving tour package are analyzed with nine elements of the business model canvas. Increasing value propositions, customer segments, and customer relationships will affect a company's income. Based on the results of the study, the elements of the business model at Nukila Dive Center were identified, namely the existing customer segments, namely domestic and foreign tourists. The value proposition offered is in the form of attractive underwater nature tourism. The current customer relationship is a direct relationship not only individually, but also with groups/diving communities and sea transportation associations. Revenue Streams received from diving trips, certification and equipment rental. Key resources in trip diving are the underwater beauty in the form of coral reefs and their ecosystems, as well as human resources. The existing key activities are trip diving and certification, Key partnerships currently carried out are travel agents, diving equipment providers, government agencies, diving communities. Cost Structures include ship fuel, equipment and facility maintenance, staff salaries. The prototype design that was made aims to be able to add value proposition to help add value at Nukila Dive Center to add new customer segments with the output of conservation-based diving tour packages in the form of e-flyers.

Keywords: Ternate, Tour Packages, Diving, Business Model Canvas, Marine Ecotourism

1. INTRODUCTION

Indonesia is an archipelagic country with a very rich marine ecosystem and marine biodiversity. Currently, it is reported that Indonesia has around 17,466 islands (Prihadi *et al.* 2024). Its natural beauty, including beaches, small islands, and stunning marine and underwater panoramas, creates a very large marine tourism potential, even the largest in the world. Its coastal and marine areas are famous for their abundant wealth and biodiversity, including coastal ecosystems such as mangrove forests, coral reefs, and seagrass beds (Bagindo *et al.* 2016).

Marine tourism is a type of tourism that focuses on the potential of marine and coastal nature that involves various activities such as boating, swimming, snorkeling, diving, and fishing, as well as other activities such as beach sports and picnics to enjoy the sea atmosphere. In addition to providing a positive economic impact for the surrounding community, this tourism also raises

attention to the vulnerability of coastal areas to natural disasters and the impacts of climate change. Nevertheless, the natural beauty of the beach and its surrounding ecosystem remains the main attraction. Marine tourism is one type of tourism attraction that has the potential to be developed in areas rich in marine or coastal resources. According to Muljadi & Warman (2014) most of Indonesia has marine tourism potential that can be used as an opportunity to elevate a regional destination into a global destination.

The development of marine tourism in Ternate has shown significant growth in recent years. The island is part of the coral triangle, which offers stunning underwater beauty with beautiful coral reefs and rich marine biodiversity. Activities such as diving, snorkeling, and sailing are the main attractions for tourists seeking adventure in these enchanting waters. In addition, the local government and tourism stakeholders have made various efforts to promote Ternate as an attractive marine tourism destination (Tanlain *et al.* 2019).

Diving tourism is a type of marine ecotourism and is a major tourist destination. in Ternate. The graph of the number of tourists in Ternate City can be seen in Table 1.

Table 1: Number of Tourist Visits to the City Ternate 2017-2022

Guest Type	Year					
	2017	2018	2019	2020	2021	2022
Domestic Tourists	278.200	278.230	208.871	153.289	206.256	233.410
Foreign Tourists	4.870	2.331	1.501	314	187	935
Amount	283.070	280.561	210.372	153.603	206.256	234.345

Source: Ternate City Tourism Office

Dive center services as facilitators of diving tourism pose a threat to the sustainability of ecosystems and coral reefs. Dive centers as stakeholders directly involved in diving activities have an important role in the sustainability of tourism functions.

As one of the dive centers and main stakeholders, Nukila Dive Ternate has an important role in the sustainability of tourism to support the tourism industry in Ternate. The role of Nukila Dive Ternate in the sustainability of tourism has a diverse focus ranging from increasing awareness and motivation of tourists and the public to be involved in maintaining the sustainability of tourism, acting as a tourism business actor who is responsible for the environment and providing education to disseminate information and understanding related to the sustainability of tourism.

Business Model Canvas (BMC) is a visual representation of a company or product value proposition that includes elements such as infrastructure, customers, and finance (Siregar *et al.* 2020). BMC consists of nine components and is used to analyze and solve complex problems in a company. The nine elements include *customer segments*, *value propositions*, *channels*, *customer relationships*, *revenue streams*, *key resources*, *key activities*, *key partnerships*, *cost structures*. The BMC process can be applied as a tool to identify and evaluate, detailing every aspect from start to finish. By grouping business processes, BMC helps companies identify and address potential bottlenecks in their operations (Osterwalder & Pigneur 2010).

One way to maintain the sustainability of tourism is to design the development of a project using a business model approach. Business model approach is an important factor for the success of an organization and has various types including the Business Model Canvas (BMC) developed by Osterwalder and Pigneur. In this case, Nukila Dive Center must innovate and be creative in maintaining the sustainability of tourism. One form of innovation product is a conservation-based tour package so that tourists not only enjoy the beauty of Ternate's underwater nature but also actively contribute to preserving coral reefs in the area..

2. RESEARCH METHODOLOGY

2.1 Research Method

This study uses a qualitative descriptive research method where the data collected in the study provides a picture that is in accordance with the conditions when the research was conducted. The data obtained in this study are in the form of information and narratives, where the information and narratives are connected through book references and interviews to obtain new understanding and validate previously existing understanding. The research was conducted in Ternate, namely at the Nukila *Dive Center* on Jl. Sultan M. Djabir Sjah No. 10, Gamalama, Kec. Ternate Tengah, Ternate City, North Maluku, in March 2023 - July 2024.

Primary data in this study were obtained through distributing questionnaires to the owners of Nukila Dive Center related to the canvas business model at Nukila Dive Center. Secondary data were obtained by studying and understanding various media such as books, documents, and scientific articles.

2.2 Data Analysis Techniqu

The data analysis technique in this study uses the business model canvas, this analysis technique is used to analyze the business model that exists at Nukila Dive Center. Data collection was carried out by interview method with the owner of Nukila Dive Center. The business model canvas consists of nine elements that are used to help map the business model of an organization/company that is analyzed into a business model, including customer segments, value propositions, channels, customer relationships, revenue streams, key resources, and cost structures.

3. FINDINGS AND DISCUSSION

3.1 General Condition of Research Location

Ternate City is a sea area with a geographical location at 0° - 2° North Latitude and 126° - 128° East Longitude. The land area of Ternate City is 162.03 km², while the sea is 5,547.55 km². Ternate City has a variety of dive spots that are not owned by other spots in Indonesia. One of them is a dive spot that sells rare sharks such as the Hemiscyllium halmahera shark (Walking Shark) which is an endemic animal of North Maluku.

3.2 Business Model Canvas (BMC) Analysis

Basically, all companies have a business model, but it is not necessarily in accordance with the company's business landscape. For this reason, an appropriate business model is needed in running its business (Tjaturpriono 2010). The formulation of a good business strategy can be analyzed using the Business Model Canvas method, which is useful for strengthening the creation of a product so that it can identify the market and expand its product reach. Business Model Canvas (BMC) is a framework that discusses business models, 9 business element blocks (Pauziah 2024), including:

3.2.1 Customer Segments

Customers are a key element of any business model. To satisfy customers, companies can group them into segments based on similarities in needs, behavior, and other attributes (Hermawan

& Pravitasari 2013). Some methods used in market segmentation include demographics, geography, and psychographics. Demographic segmentation includes aspects such as age, gender, occupation, education, and income. Meanwhile, geographic segmentation divides consumers based on where they live. Psychographic segmentation groups consumers based on lifestyle, attitudes, and interests (Hermawan & Pravitasari 2013).

Based on the results of interviews at Nukila Dive Center, the Business Model Canvas (BMC) analysis of customer segments contains four customer segments, including domestic tourists usually come from various major cities in Indonesia, tend to look for affordable diving experiences and all-inclusive packages that include accommodation, transportation, and diving.

International tourists, with the majority coming from Europe, tend to prefer packages that allow flexibility in their itinerary, they tend to have a higher environmental awareness and often choose diving operators that implement environmentally friendly practices.

Professional divers come from various professional backgrounds, such as underwater photographers, diving instructors, marine researchers, or individuals with a strong passion for diving. Their main motivation is the exploration and documentation of underwater biodiversity, as well as improving their diving skills. Professional divers tend to plan and book well in advance, ensuring they get the best time to dive and they greatly appreciate it when the dive operator participates in marine conservation efforts and shows a commitment to environmental preservation.

Nukila Dive Center's corporate clients include tourism, media and marine research. Companies are looking for an experience that is well-organized, meets their specific needs and supports their business or project goals.

3.2.2 Value Proposition

Value proposition elements or blocks are a collection of benefits or uniqueness that a company offers to customers (Osterwalder & Pinuer 2010). Value proposition is the value contained in the product offered to customers. A product will have a value match with customers if it has a value system and added value given to customers (Tahwin & Widodo 2020).

Based on the results of interviews at the Nukila Dive Center, the Business Model Canvas (BMC) analysis on value propositions There are four values, namely professional guides, guides have diving certification internationally from leading institutions such as the Professional Association of Diving Instructors (PADI) and Professional Scuba Schools (PSS) and have completed advanced training in various diving specialties such as deep diving, wreck diving, and rescue diving.

Guides have years of diving experience in various locations and are familiar with local conditions, including underwater topography, marine life and currents. Professional guides ensure high safety standards during diving sessions such as closely monitoring weather conditions, equipment and diver safety. Guides share in-depth knowledge about the underwater ecosystem, the importance of marine conservation and educate divers on more effective and efficient diving techniques.

Underwater panorama, Nukila Dive center offers access to dive sites with extraordinary marine biodiversity, including various species of fish and coral reefs as well as exclusive spots such as sunken shipwrecks. The beauty of the panorama provides an extraordinary sensation of exploration and discovery for divers of all skill levels. The beauty of the underwater panorama that can be seen in Figure 2 is used as an educational tool to increase tourists' awareness of the importance of marine conservation and ecosystem protection.

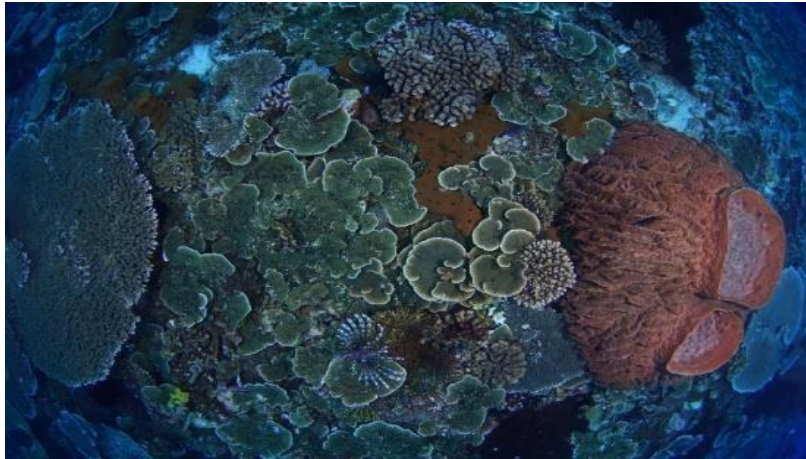


Figure 2: Marine Park Ternate

Source: Moehamad Alfari Ramadan, 2024

Quality service, in this case all diving guides have international certification and are experienced in handling various underwater situations, ensuring the safety and comfort of customers. The dive center provides modern and well-maintained facilities, including clean changing rooms, rest areas, and adequate logistics facilities.

Quality equipment, Nukila Dive center ensures all diving equipment , including regulators, tanks, BCDs, Wetsuits, fins, and masks are always in prime condition through routine maintenance and periodic inspections. The equipment used is always clean, well-maintained, and regularly updated to maintain quality and performance.

3.2.3 Channels

ChannelsBased on the interview results at Nukila Dive Center, the Business Model Canvas (BMC) analysis on channels contains four channels, including Instagram, which is an effective platform for increasing the visibility and branding of Nukila Dive Center. By using features such as photos, videos, and stories, Nukila Dive Center can display the beauty of Ternate's underwater world, facilities, and diving activities offered. Nukila Dive Center's Instagram with the name @divenukila has 3,796 followers , which can be seen in Figure 3..

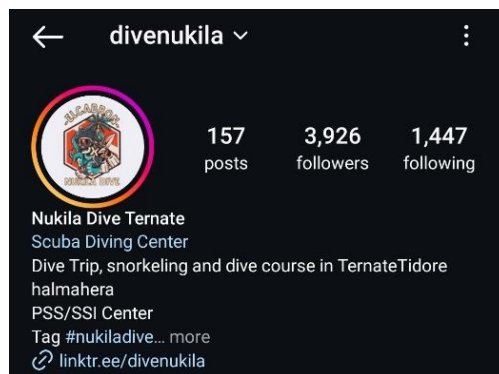


Figure 3: Nukila Dive Center Instagram

Source: Instagram Nukila Dive Center, 2024

YouTube is one of the effective platforms to increase visibility and branding. Nukila Dive Center. By utilizing video content, Nukila Dive Center can showcase various aspects of their services, such as the underwater beauty of Ternate, facilities, and diving activities. YouTube Nukila Dive Center with the name @Nukila Dive Center which can be seen in Figure 4.

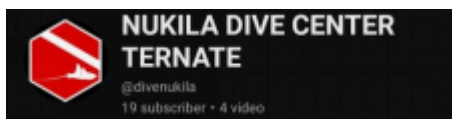


Figure 4: YouTube Nukila Dive Center
Source: YouTube Nukila Dive Center

Travel agents can assist in designing and offering bundled packages that combine diving with accommodation, transportation and additional activities such as land tours. Which can provide added value for customers looking for a complete holiday package. Exhibition, participation in the exhibition provides an opportunity for Nukila Dive Center to increase visibility and brand awareness among a wider audience. Travel agents, in this case Nukila Dive Center, collaborate with dive centers others to market Nukila Dive Center both domestically and abroad. Exhibitions allow Nukila Dive Center to provide in-depth information about their services through presentations, demonstrations, and printed materials. Visitors can learn about Nukila Dive Center's diving packages, facilities, and advantages directly. The exhibition that Nukila Dive Center has participated in is Deep & Extreme Indonesia 2024 which was held at JCC Jakarta which can be seen in Figure 5.



Figure 5: Deep & Extreme Indonesia Exhibition 2024.
Source: Moehamad Alfari Ramadhan, 2024

3.2.4 Customer Relationship

Customer relations are how companies establish relationships based on interactions between both parties from the pre-purchase process, during the purchase to post-purchase. Customer relationship is a communication method used by companies to maintain existing (Nurindraty & Darmawan 2018). customers and attract new customers. Business Model Canvas (BMC) analysis on customer relationships there are three ways including loyalty programs, Nukila Dive Center offers a points program that can be collected by tourists every time they dive or take certification. The points collected can be exchanged for various prizes, such as discounts on the next dive, free rental of diving equipment, additional underwater photographer services and merchandise.

Personalized service, Nukila Dive center implements a personalized approach by getting to know each customer in depth, including their preferences, experience level, and diving goals. Customers are given a personal consultation with a diving instructor or guide to plan a dive that suits

their skills and interests. Personalized service includes adjusting the dive plan based on the customer's physical condition and skill level.

Feedback and review, Nukila Dive Center actively collects feedback from customers after every dive or diving experience through direct interviews. Responding to feedback and making improvements based on customer suggestions increases loyalty and retention.

3.2.5 Revenue Stream

Business Model Canvas (BMC) analysis on revenue streams has three sources of income, including diving trip packages, Nukila Dive Center offers various diving trip packages that are tailored to customer needs and preferences. Diving trip packages are offered at prices competitive rates, often with discounts for groups, repeat customers, or early bookings. The dive sites selected in the package are often the best spots offering stunning underwater views and rich biodiversity.

Diving equipment rental, Nukila Dive Center provides various diving equipment for rent, including regulators, BCD (Buoyancy Control Device), wetsuits, fins, masks, tanks, and diving computers. Additional equipment such as underwater cameras and diving flashlights. Nukila Dive center offers various flexible rental options, such as daily, weekly, or monthly rentals, according to customer needs.

Diving certificate, Nukila Dive Center offers various diving courses and certification programs. from beginner to advanced and professional levels. Available programs include Open Water Diver, Advanced Open Water Diver, Rescue Diver, Divemaster, as well as specialty courses such as night diving and wreck diving. Diving certifications issued by Professional Scuba Schools (PSS) are internationally recognized, allowing divers to dive worldwide with recognized credentials.

3.2.6 Key Resources

Based on the interview, Nukila Dive Center has key resources in the form of a ship, a diving ship equipped with facilities that support the diving experience, such as a spacious deck and special stairs to enter and exit the water. The diving ship has sufficient capacity to transport a number of divers and crew safely and comfortably. The diving ship allows access to more remote and difficult to reach dive sites, opening up opportunities to explore more exclusive and challenging diving spots.

Diving Equipment, Nukila Dive Center has various types of diving equipment, including regulators, BCD (Buoyancy Control Device), wetsuits, fins, masks, tanks, and diving computers. The equipment provided is from leading brands such as Scubapro, Aqualang and Mares with high quality that ensures safety and comfort during diving. Nukila Dive Center has a stock of equipment in various sizes and types to meet the needs of all customers, from beginners to experienced divers. The availability of sufficient equipment allows Nukila Dive Center to serve large groups and individual customers without shortage.

Human Resources, Nukila Dive Center staff consists of certified diving instructors, diving guides who have qualifications and certifications from leading diving organizations such as the Professional Association of Diving Instructors (PADI) and Professional Scuba Schools (PSS). Diving instructors and guides have extensive experience and skills in various aspects of diving, including safety, technical diving, and certain specialties such as night diving and wreck diving. Highly qualified human resources ensure consistent and high-quality service, enhancing customer satisfaction and Nukila Dive Center's reputation. Operational Permit, Nukila Dive Center has all the necessary permits and licenses to operate legally in accordance with the applicable regulations and laws in the Ternate area. The permits include business permits, environmental permits, operational permits from maritime authorities, and certification from Professional Scuba Schools (PSS), an

international diving organization . Nukila Dive Center regularly renews their permits and licenses to ensure continued compliance and avoid legal issues that could disrupt operations. Having an operational permit enhances the reputation and credibility of the dive center as a legitimate and professional diving service provider.

3.2.7 Key Activities

Key Activities describe the most important things a company must do to make its business model work (Gustrian & Fitria 2018). Based on the interview results at Nukila Dive Center, the Business Model Canvas (BMC) analysis of key activities contains three main activities, including:

Trip Diving, Nukila Dive Center is responsible for planning and scheduling diving trips, including determining the dive location, departure time, and trip duration. Planning includes coordinating with dive boats, dive guides , and other logistical arrangements to ensure the trip runs smoothly. Nukila Dive Center manages all aspects of the diving trip logistics, including food and drinks, transportation to the dive site, and provision of diving equipment . During the diving trip, Nukila Dive Center ensures that all activities run according to plan, including dive briefings, dive arrangements, and monitoring weather conditions and safety.

A fun diving trip creates valuable memories for customers, with the opportunity to explore the underwater world, see amazing marine life, and share experiences with fellow divers. Organizing a successful diving trip enhances the reputation of the dive center as a professional and high-quality diving service provider. Try Scuba, Nukila Dive Center offers Try Scuba for aspiring divers who want to experience diving for the first time. Planning a Try Scuba involves arranging the time, facilities, and instructor who will lead the session, as well as ensuring that all preparations are carried out properly.

A Try Scuba session begins with a thorough briefing on diving equipment , basic techniques, and safety procedures. This briefing gives participants a basic understanding of what they will be doing during the session. Try Scuba sessions are often conducted in safe and easily accessible locations, such as swimming pools or shallow waters equipped with supporting facilities. Instructors explain the function of equipment such as masks, regulators, BCDs (Buoyancy Control Devices), and fins, as well as how to use them properly. Experienced instructors supervise participants throughout the session, providing hands-on guidance and ensuring that each participant feels comfortable and safe. They also address any issues that may arise, such as difficulty with equipment or discomfort, to ensure a positive experience. Try Scuba allows participants to try out diving and see if they are interested in pursuing further training before making the decision to take a full diving course . Try Scuba programs can attract new customers who may not have previous experience with diving but are interested in trying it out.

Diving Certification , Nukila Dive Center develops a diving certification curriculum that includes theory and practice, following the standards of the international certification organization Professional Scuba Schools (PSS). This curriculum includes training modules such as diving basics , diving techniques, safety procedures, and knowledge of the underwater environment. Nukila Dive Center provides learning materials needed for certification, including textbooks, educational videos, and access to an online learning platform. Training involves classroom theory sessions that explain key concepts, as well as practical sessions in a pool or open water to teach diving techniques. Experienced instructors provide hands-on training, ensuring that participants can apply the theory learned in real-world situations. Certification programs include evaluations and exams to measure

participants' understanding of the training material and practical skills. The exam usually includes a written test, an underwater skills evaluation, and a performance assessment during the dive.

Upon successful completion of the certification program, participants are awarded a certificate that acknowledges their achievement and allows them to dive independently or continue their training to the next level. The certificate is issued in accordance with the standards and regulations of the Professional Scuba Schools (PSS) certification organization. Diving certification provides customers with an internationally recognized qualification, allowing them to dive in locations around the world to globally accepted standards..

3.2.8 Key Partnerships

Travel agents, Nukila Dive Center works with travel agents to develop and market attractive diving tour packages, combining diving with accommodation, transportation, and additional activities such as land tours. Nukila Dive Center and travel agents conduct joint marketing and promotional campaigns to increase visibility and attract new customers through joint advertising, social media promotions, and special offers. Travel agents often have extensive networks and can help Nukila Dive Center reach a wider audience through various marketing channels.

Diving equipment provider , Nukila Dive Center partners with diving equipment providers such as Bali Dive Shop to ensure the availability of high-quality equipment needed for diving activities, including masks, fins, regulators, BCDs (Buoyancy Control Devices), and tanks. This partnership ensures that Nukila Dive Center can provide reliable and safe equipment that meets industry standards and safety regulations. Diving equipment providers assist the dive center in the procurement process and inventory management of equipment. This includes ordering equipment, managing stock, and renewing obsolete equipment.

This partnership allows Nukila Dive Center to stay up-to-date with the latest technology and innovations in diving equipment, which can improve the quality of service and customer experience. Equipment providers often provide information about new products, new features, and technological improvements that can enhance the diving experience. Partnerships with diving equipment providers increase the operational efficiency of dive centers by simplifying the process of procuring, maintaining, and managing equipment inventory.

Government Agencies, Nukila Dive Center works closely with government agencies to ensure that all dive operations and activities comply with established regulations and safety standards. This includes regulations on safety, environment, and health. This partnership helps the dive center obtain the necessary operating permits and ensures that all diving practices meet legal and regulatory requirements. Government agencies are often involved in the development and implementation of policies related to marine environmental conservation, conservation area management, and marine species protection. Nukila Dive Center utilizes funding and grant programs provided by government agencies to support development projects, conservation, or diving education initiatives.

Partnerships with government agencies can enhance the image of Nukila Dive Center and provide access to a wider network, including environmental organizations, local communities, and related stakeholders. Support from government agencies in providing infrastructure improve accessibility and comfort for customers, with better facilities for diving activities.

3.2.9 Cost Structure

Cost Structure or cost structure describes all costs that arise as a result of operating this business model. All efforts to realize Value Propositions through the right Channels, Key Resources,

and reliable Key Activities all require costs (Hanik & Mas' ud 2019). Business model canvas (BMC) analysis of the cost structure of Nukila Dive Center has several partners to support its business activities including:

Ship Fuel, ship fuel is one of the main operational cost components for Nukila Dive Center which provides diving services in open waters. This cost includes the purchase of fuel needed to run the ship to the dive site and back to the dive center. Ship fuel costs significantly affect the dive center budget, especially if traveling to distant locations can affect profitability and financial planning.

Equipment Maintenance, Nukila Dive Center requires various diving equipment for their operations, including masks, snorkels, fins, regulators, buoyancy control devices (BCDs), wetsuits, and air tanks. The purchase of new equipment is one of the major cost components. The cost of maintaining and servicing diving equipment is also significant. Nukila Dive Center ensure that equipment is always in good condition and safe for use. This includes cleaning, repairing, and replacing worn parts.

Employee Salaries, Nukila Dive Center relies on experienced instructors and diving guides to provide training, guidance, and accompany divers during diving activities. Salaries for these positions are one of the largest cost components in the dive center cost structure. In addition to instructors and diving guides, the dive center also employs support staff such as administrative staff, equipment technicians, boat captains, and dive assistants. The salary costs for these support staff are also important to ensure the smooth operation of the dive center.

Marketing Costs, Nukila Dive Center invests a large amount of money in advertising and promotional campaigns to attract new customers and retain existing customers. Marketing costs through social media accounts such as advertising on Instagram and also exhibitions at the Deep & Extreme Indonesia event. The cost of creating content such as videos and photos is part of the marketing strategy. High-quality content can attract potential customers and provide valuable information about the diving experience offered by Nukila Dive Center.

Training Costs, Nukila Dive Center needs to spend money on training instructors and diving guides to ensure they have the necessary certification and skills. This training includes certification courses from the diving organization Professional Scuba Schools.(PSS). The cost of employee certification is an important part of the training cost structure and includes course registration fees, exams, and the issuance of diving tour guide certificates. This certification is important to comply with industry regulations and ensure the credibility of the dive center.

4. CONCLUSION

Based on the research results, elements of the business model were identified at Nukila Dive Center. The existing customer segments are domestic and foreign tourists. The value proposition offered is in the form of interesting underwater nature tourism. The current customer relationship is a direct relationship not only individually, but also with groups/diving communities and sea transportation associations. Revenue Streams received from certification and equipment rental. The key resource in a diving trip is the underwater beauty in the form of coral reefs and their ecosystems, and human resources. Key activities are diving trips and certification. Key partnerships currently being carried out are travel agents, diving equipment providers, government agencies, diving communities. Cost Structures include ship fuel, equipment and facility maintenance, staff salaries.

REFERENCES

Journal Articles

- Bagindo, M., Sanim, B., & Saptono, I. T. (2016). Model Bisnis Ekowisata di Taman Nasional Laut Bunaken dengan Pendekatan Business Model Canvas. 11.
- Gustrian, H., & Fitria, S. E. (2018). Analisis Model Bisnis Pada Jalanesia Dengan Pendekatan Business Model Canvas. *EProceedings of Management*, 5(2).
- Hanik, U., & Mas' ud, M. I. (2019). Perencanaan Inovasi Pengembangan Agrowisata Bukit Flora Dengan Pendekatan Metode Bisnis Model Kanvas. *JKIE (Journal Knowledge Industrial Engineering)*, 6(3), 91–100.
- Hermawan, A., & Pravitasari, R. J. (2013). Business Model Canvas (Kanvas Model Bisnis). *Akselerasi. Id*, 1–23.
- Khairunnisa, H. (2022). Analisis Model Bisnis pada Kuliner Krupuk Kulit PD IKA dengan Pendekatan Business Model Canvas. *Jurnal Pariwisata Indonesia*, 18(2), 40–52. <https://doi.org/10.53691/jpi.v18i2.286>
- Nurindraty, Chitrani dan Darmawan Ari. 2018. Analisis Strategi Model Business Pada Produk Industri Pariwisata Dengan Menggunakan Pendekatan Model Canvas (Studi Pada Batik Tulis Tresna Art Kota Bangkalan). *Jurnal Administrasi Bisnis (JAB) Vol. 55 No 1 Februari 2018*. Administrasibisnis.studentjournal.ub.ac.id
- Prihadi, D. J., Zhang, G., Lahbar, G. M., Pasaribu, B. (2024). Integration of Community-Based Tourism (CBT) Index and Biophysical Assessment for Sustainable Ecotourism Mangrove: A Case Study of Karangsong, Indonesia. *Sustainability*, 16.
- Pauziah, D. (2024). Penerapan Strategi Bisnis Model Canvas dan SWOT Dalam Rencana Bisnis Claes Fashion Pada Era Digitlaised
- Tahwin, M., & Widodo, A. (2020). Perancangan model bisnis menggunakan pendekatan business model canvas untuk mengembangkan usaha kecil menengah. *Fokus Ekonomi: Jurnal Ilmiah Ekonomi*, 15(1), 154–166.
- Tanlain, A. A., Jeddawi, M., & Djunaedi, S. (2019). Pengembangan Pariwisata Bawah Laut di Kota Ternate Provinsi Maluku Utara. *VISIONER: Jurnal Pemerintahan Daerah Di Indonesia*, 11(5), 799–820.
- Wardana, M. H., & Sitania, F. D. (2023). Strategi Pengembangan Bisnis Melalui Pendekatan Business Model Canvas pada Kedai Kabur Bontang. *Jurnal Teknik Industri (JATRI)*, 1(1), 10–17. <https://doi.org/10.30872/jatri.v1i1.492>
- Wati, S. A. K., Hubeis, M., & Sarma, M. (2019). Strategi Pengembangan Usaha Kapal Wisata Berbasis Model Bisnis Kanvas di Pulau Pahawang Lampung. *Jurnal Manajemen Pengembangan Industri Kecil Menengah*, 14(2), 143–151

Book:

- Muljadi, A. J., & Warman, A. (2014). *Kepariwisata dan Perjalanan. Rajagrafindo Persada*.
- Osterwalder, A dan Pigneur, Y. (2010). *Business Model Generation : A Handbook for Visionaries, Game Changers dan Challangers*. New Jersey : JohnWiley & Sons, Inc.
- Rizan, M., Sumastuti, E., Prabowo, H., RP, A. K., Anugrah, R. P., Safitri, A. K., Fauzan, M. A., Febriani, S., Istikhomah, I., & Rosidah, I. (2023). *BISNIS MODEL CANVAS: MEMBANGUN RENCANA BISNIS YANG INOVATIF*.
- Siregar, O. M., Selwendri, Maulidina, & Abdillah, M. B. (2020). *Penerapan Bisnis Model Canvas Sentral UMKM*. Puspantara.
- Tjaturpriono. (2010). *Business model innovation: menciptakan lanskap bisnis baru*. JFMM