

# **Strategic development of rural halal tourism using the Business Model Canvas framework: A case study from East Java, Indonesia**

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## **Abstract**

This article highlights the significance of villages in local governance, especially their potential in tourism, which can drive economic benefits and community development. The purpose of this research is to analyze the development strategy of Sidomulyo Village towards halal tourism using the Business Model Canvas (BMC) approach. The methodology involves a qualitative field research design with data collected through structured interviews, direct observations, and documentation reviews in Sidomulyo Village, East Java. The findings reveal that Sidomulyo Village has significant potential as a halal tourism destination due to its rich natural resources, cultural heritage, and established tourist attractions such as educational tours, batik houses, and coffee industry tours. The village's strategic use of BMC elements such as value propositions, customer segments, channels, and key partnerships can enhance its appeal to both local and international tourists. Implications of this study suggest that Sidomulyo Village can achieve sustainable economic growth and community welfare by leveraging strategic planning and cost management, thus positioning itself as a unique halal tourism destination.

**Keywords:** Halal tourism; village development; Business Model Canvas (BMS); Sidomulyo Village; economic growth.

## **Introduction**

Villages, as the lowest administrative units in the governmental hierarchy, play a crucial role in the local governance structure. They have direct connections with the community and can develop and steer village policies based on local customs or community agreements. Besides serving as residential areas, villages can exploit their potential, such as natural resources and handicrafts, to produce unique village products. Additionally, villages can be developed into tourist destinations, including Islamic-based tourist villages known as halal tourism. Tourism involves traveling to specific places for recreation, personal development, or learning

about the unique characteristics of tourist attractions for a temporary period. Places with tourism potential need to be developed to generate economic benefits, not only in the tourism sector but also in other sectors that can be developed in the future to increase regional or local revenue. Strategic development is required to achieve this goal.

Tourism encompasses various types, such as nature tourism, which boasts abundant natural resources, and educational tourism, which offers programs for tourists to learn about ancestral arts and culture, thereby allowing contemporary society to continue and innovate on these cultural traditions. Currently, tourism is experiencing rapid growth due to increasing public interest, with village tourism being one of the burgeoning sectors. According to data from the village tourism network, Indonesia has 4,810 village tourism destinations spread across every province, with East Java alone having 455 village tourism destinations categorized as pioneering, developing, advanced, and independent.

A tourism village is characterized by its authentic rural life, including its social, cultural, and traditional aspects, as well as village activities, economy, history, and distinctive architecture. These components are utilized to attract visitors from various regions. Typically, tourists are drawn to the natural beauty that reflects the unique atmosphere and conditions of the rural environment, which has the potential to develop various tourism components (Soetarso Priasukmana, 2001). To qualify as a tourism village, a village must possess unique features, characteristics, advantages, or natural resources, especially considering that the majority of Indonesia's population is Muslim, totaling 279.034 million people in 2024. This presents a significant opportunity for villages to become Islamic tourist destinations, or halal tourism.

Halal tourism refers to activities or products that are "Islamic," indicating that they fully comply with Islamic law (El-Gohury 2016, Battour and Ismail 2016). The term "Islamic" is only applied to matters directly related to Islamic faith and teachings (such as Islamic law/sharia, values, principles, beliefs, and worship) (Doughlass and Shaikh, 2004). Fundamentally, halal tourism provides services and meets the needs of tourists based on Muslim halal standards.

One such potential halal tourism village in Jember Regency, East Java, is Sidomulyo Village, Silo District. This village offers various tourism services, including educational tours such as Raja Domba, Batik House, Coffee Industry, Tirto Gunitir Spring, and Rumah Akar. The Raja Domba educational tour features integrated sheepfolds where visitors can learn about sheep farming and various sheep breeds. The Sidomulyo Batik House tour showcases batik motifs themed around coffee and pine trees, symbolizing Sidomulyo's status as the largest producer of Robusta coffee in Jember, surrounded by pine forests.

Sidomulyo Village is also recognized as the largest producer of Robusta coffee in Jember Regency, offering educational tours on coffee farming and processing. Visitors can sample Sidomulyo's unique Robusta coffee for free. The Sendang Tirto Gunitir Spring, known locally as "Kolbuk," is a historical site that remains a vital water source even during long dry seasons. The village also features Pine Tree Tourism, an agrotourism park with permanent nurseries, offering various attractions like tabbing slides, tourist trains, children's games, ATV rentals, bicycle rentals, and a 24-hour café.

Given Sidomulyo Village's status as a pioneering tourism destination and its abundant natural resources and skilled community, there is significant business potential to advance the local economy through tourism development. However, the concept of Halal Tourism in Sidomulyo Village has not yet been fully realized. One critical aspect of developing and managing a halal tourism village is the strategic management plan, which can be effectively visualized using the Business Model Canvas (BMC). BMC serves as a tool to understand how various business aspects interrelate, facilitating the creation of better value through strategic decisions.

Therefore, formulating a business strategy using the Business Model Canvas can help Sidomulyo Village in Silo District, Jember Regency, determine the necessary steps to enhance its value. Based on this background, this study aims to analyze the development strategy of Sidomulyo Village towards Halal Tourism through the Business Model Canvas approach.

## Literature review

### Halal tourism

The terminology of halal tourism varies across countries, with terms such as Islamic tourism, sharia tourism, halal travel, or Muslim-friendly destinations being commonly used. According to Article 1 of the Regulation of the Minister of Tourism and Creative Economy of Indonesia No. 2 of 2014, concerning guidelines for organizing sharia hotel businesses, sharia refers to the principles of Islamic law as regulated by fatwas and approved by the Indonesian Ulama Council. The term sharia was first used in Indonesia in the banking industry in 1992. The word halal, derived from the Arabic *ḥalla*, *yaḥillu*, *ḥillan*, *halālan*, means justified or allowed by sharia law. It signifies something that is permitted by Allah (Al-Qarḍāwī, 1994). Halal encompasses not only food but all aspects of life, including banking, finance, cosmetics, employment, and tourism. Halal tourism is one of the emerging concepts related to halal and has been defined in various ways by numerous experts.

The concept of halal tourism actualizes Islamic principles, where halal and haram values are the primary benchmarks. This means that all aspects of tourism activities must adhere to halal certification, which is a reference for every tourism actor (Chookaew et al., 2015). Halal tourism can also be understood as tourism based on worship and da'wa, where Muslim tourists can travel and appreciate Allah's creation while fulfilling their obligatory prayers five times a day, all facilitated without engaging in prohibited activities (Kamarudin, 2013).

Halal tourism is a growing sector that caters to the needs of Muslim travelers by providing services and products compliant with Islamic principles. Halal tourism products and services are not only targeted at Muslims but also appeal to non-Muslims due to their perceived positive effects, health benefits, and enhanced lifestyle. This concept has gained attention in several countries, including Indonesia, Malaysia, and Japan, viewing halal tourism as a symbol of Sharia economic prosperity (Arsyad et al., 2022).

The potential of the tourism village towards halal tourism is as follows:

1. Access

The potential regarding access is related to the ease with which tourists can reach the tourism village. Sidomulyo Tourism

Village is easily accessible to tourists via public transportation, and the road conditions are suitable for both public and private vehicles. Based on this ease of access, it can be inferred that the village has the potential to become a Halal Tourism Village.

## 2. Communication.

The potential for communication pertains to the existence of regulations that guide tourists during their travels, as well as the availability of both female and male guides. Tourism villages promote tour packages through their websites, enhancing the communication aspect.

## 3. Environment.

The environmental potential includes the village's commitment to Halal Tourism. Tourism village managers have committed to meeting the needs of Muslim tourists by providing halal food and drinks, places of worship, homestays for Muslim tourists, and specialized tour packages. This commitment demonstrates the village's ability to cater to Muslim-friendly tourism. Based on this commitment, tourism villages can indeed become Muslim-Friendly Tourist Villages.

## 4. Service.

The service potential in tourist villages refers to the availability of Muslim-friendly accommodations. Currently, tourist villages offer accommodations that are friendly to Muslim tourists, such as easy access to halal food and drinks, places of worship, and homestays provided for Muslims.

The foundation of sharia tourism lies in understanding the meaning of halal in all activities related to tourism. The Minister of Tourism has regulated the implementation of Sharia tourism in Law Article 6, Paragraph 1, Number 1 of 2016, which states that all businesses related to Sharia tourism must have halal certification issued by the National Sharia Board-Indonesian Ulema Council (Dewan Syariah Nasional-Majelis Ulama Indonesia, DSN-MUI). Article 2 of Law Number 2 of 2016 outlines that the purpose of drafting regional laws on Sharia tourism is to provide security and comfort to tourists, allowing them to enjoy their visits safely, with halal assurance, and to facilitate convenience for both tourists and tourism managers in their activities.

## Business Model Canvas

One of the business concepts frequently utilized by strategic planners and company owners is the Business Model Canvas. The Business Model Canvas is a simple business model depicted by strategic planners to formulate a company's business strategy. It was created and developed by Osterwalder and Yves Pigneur to assist strategic planners in articulating the business strategies to be implemented by the company (Sukarno & Ahsan, 2021).

The Business Model Canvas is a business model that takes the form of a canvas, containing nine main elements. These elements serve as the strategic planner's framework to derive profit from an ongoing business. The nine key elements consist of value propositions, customer segments, customer relationships, channels, cost structure, revenue streams, key activities, key partnerships, and key resources (Osterwalder & Pigneur, 2012).

The Business Model Canvas can be illustrated through 9 building blocks, each of which is explained in Table 1.

**Table 1.** Explanation of the 9 building blocks of the Business Model Canvas

No	Building block	Description
1	Value propositions	All products or services produced by the company that have unique features and superior quality compared to those produced by other companies.
2	Customer segments	A group of people with different behaviors but the same needs and desires to be served by a company.
3	Customer relationships	An emotional bond planned by the company to attract customer segments to purchase the company's products.
4	Channels	Efforts made by the company to distribute all the products it produces to customers so they can know about and purchase the products, including the Value Propositions that offer additional benefits to meet customer needs.
5	Cost structure	All operational activities of the company that require substantial costs to run the business managed by the company.
6	Revenue streams	The company's strategy to generate profit by earning significant revenue for the company.
7	Key activities	All activities that must be performed by all parts of the company to run the business operations and generate profit from ongoing activities.

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No	Building block	Description
8	Key partnerships	Collaborative relationships between companies where one company acts as a supplier of raw materials or finished goods, and the other company handles production and sales, ensuring mutual benefits as stipulated in the partnership agreement.
9	Key resources	The main resources of the company used to operate the business efficiently, ensuring optimal business processes.

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Source: (Osterwalder & Pigneur, 2010; Wardhana, 2014).

## **Research methods**

This research employs a field research approach aimed at studying intensively the background, current situation, and environmental interactions of Sidomulyo Village, a social unit in Silo District, Jember Regency, East Java. Field research is selected to provide an in-depth exploration and depiction of the social dynamics within the village. The qualitative method guides this research, aiming to accurately and systematically describe certain facts and characteristics of Sidomulyo Village and its potential as a halal tourism destination.

The study was conducted in Sidomulyo Village, located at Jalan Gunung Gending RT. 02 RW. 09 Krajan Sidomulyo Hamlet, Silo District, Jember Regency, East Java 68118. This area was chosen due to its significant potential for development into a halal tourism village. The research utilizes both primary and secondary data. Primary data is directly obtained by the researchers through various methods including structured interviews with key stakeholders in Sidomulyo Village, such as local government officials, tourism managers, and community leaders. Direct observations were made to understand the daily activities, cultural practices, and the existing infrastructure of the village, focusing on the availability and quality of halal food, prayer facilities, and accommodations tailored for Muslim tourists. Secondary data was gathered from existing sources such as documents, photographs, books, and other relevant publications, providing background information and context to supplement the primary data.

Three main techniques were employed to collect the necessary data: observation, interviews, and documentation. Researchers visited Sidomulyo Village to observe the environmental setting, tourist facilities, and daily operations, concentrating on the accessibility of the village, the quality of communication facilities,

and the extent of adherence to halal tourism principles. Key informants were interviewed to gain insights into the village's tourism strategies, challenges, and potentials, providing detailed information on how the village is positioning itself as a halal tourism destination. Various documents were reviewed, including government regulations on halal tourism, records of tourism activities in Sidomulyo Village, and promotional materials, helping to cross-verify information obtained from interviews and observations.

The data collected was analyzed using qualitative methods to identify patterns, themes, and insights relevant to the development of halal tourism in Sidomulyo Village. The Business Model Canvas (BMC) framework was applied to organize and interpret the data, focusing on nine key elements: value propositions, customer segments, customer relationships, channels, cost structure, revenue streams, key activities, key partnerships, and key resources (Osterwalder & Pigneur, 2010; Wardhana, 2014). This research method aims to provide a comprehensive understanding of Sidomulyo Village's potential as a halal tourism destination. By using qualitative field research, the study captures the intricate social and environmental dynamics of the village, facilitating a thorough analysis of its capabilities and strategic needs to become a prominent Muslim-friendly tourist village.

## **Results and discussion**

### **Sidomulyo tourism Village profile**

Sidomulyo Village is situated in a mountainous and hilly region at an altitude of 560 meters above sea level, encompassing an area of 2636 hectares. The village is blessed with natural beauty and a diverse population of 10,343 residents who possess various skills in arts, culture, crafts, and agriculture. The extensive mountainous terrain and the rich potential of its inhabitants make Sidomulyo an ideal candidate for development into a tourism village, aiming to enhance the local economy and improve community welfare.

On March 30, 2022, Sidomulyo Village was designated as a foreign exchange village, a milestone inaugurated by the Regent of Jember, Hendy Siswanto. This achievement was made possible through the collaboration of Bank Indonesia Jember, Commission XI DPR RI, and the local government. As stated by Regent Hendy Siswanto, "Sidomulyo Village is the only one in Jember that meets

the requirements from quality and management perspectives, from upstream to downstream. We hope that in the future, there will be more foreign exchange villages in Jember.” The official certificate was granted in August 2022, coinciding with the village’s anniversary, under the theme economic recovery” following the two-year COVID-19 pandemic.

**Business Model Canvas (BMC) analysis**

Sidomulyo Tourism Village offers several attractions such as Sidomulyo Batik House Educational Tourism, Pine Tree Tourism, Sendang Tirto Tourism, Raja Domba Educational Tourism, and Coffee Industry Educational Tourism. These attractions provide opportunities for economic improvement in the village. However, to develop these tourist destinations effectively, a robust business strategy is essential to ensure organization and competitiveness. Therefore, this study employs the Business Model Canvas (BMC) strategy to analyze Sidomulyo Tourism Village with a focus on Halal Tourism. The BMC approach simplifies the understanding of a business’s overall picture by outlining nine key elements.

**Table 1.** Analysis of the Business Model Canvas for Sidomulyo Tourism Village

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> <li>CIC (community information community)</li> <li>Egen travel</li> <li>Jember tourism office</li> <li>Arijasa tourism village, Klungkung</li> <li>Asnipa (astana tourism partner)</li> <li>BUMDes Sidomulyo</li> <li>Jember batik maker</li> <li>F team (Banyuwangi outbound facilitator organization)</li> <li>Cleo drinking water</li> <li>Jember forest management unit</li> <li>LMDH artha wana</li> <li>Forestry employee cooperative</li> <li>Kalibaru independent development group</li> <li>Animal husbandry department of jember</li> <li>PT dlam Indonesia</li> </ul> <p><b>Development Strategy</b></p> <ul style="list-style-type: none"> <li>Influencer</li> <li>Investor</li> <li>Vendors</li> <li>Local and international mass media</li> <li>Journalists</li> </ul>	<ul style="list-style-type: none"> <li>The best service</li> <li>Looking at criticism and suggestions from tourists</li> <li>Improving each tourist destination</li> <li>Participate in events to market the village</li> <li>Marketing sidomulyo tourism village</li> <li>Revitalization of sendang tirto destinations</li> <li>Sheep care, sheepfold renovation and breeding</li> <li>Coffee planning, processing, roasting and packaging</li> <li>Homestay construction</li> </ul> <p><b>Development Strategy</b></p> <ul style="list-style-type: none"> <li>Creating a tourism village brand</li> <li>Making halal certification for all tourist destinations</li> <li>Improve worship facilities, namely prayer rooms, ablution places, bathrooms</li> <li>The need for Islamic financial services</li> <li>Making trash bins in sendang tirto tourism</li> </ul> <p><b>Key Resources</b></p> <ul style="list-style-type: none"> <li>Human resources village community and employees</li> <li>Natural resources pine tree, spring tirta</li> <li>Village officials</li> <li>Rides and meeting halls</li> <li>Bank tools and materials</li> <li>Sheepfolds and grassland</li> </ul> <p><b>Development Strategy</b></p> <ul style="list-style-type: none"> <li>Social media accounts such as Instagram and Tiktok</li> <li>Experts or Technicians in media social</li> </ul>	<ul style="list-style-type: none"> <li>Beautiful natural atmosphere</li> <li>The Gate Desa Sidomulyo</li> <li>Nice sheep</li> <li>Sendang tirto which has a history from the majapaht era</li> <li>Characteristic batik motifs namely the gumitir orchid flower</li> <li>Traveling with an area of 12,75 hectares free of activity</li> <li>Various kinds of rides</li> <li>24 hour café</li> <li>Ride a sheep (dare) and enjoy organic lamb skewers</li> <li>International coffee exports</li> </ul> <p><b>Development Strategy</b></p> <ul style="list-style-type: none"> <li>Educational Tourism concept</li> <li>Culture that is still preserved</li> </ul>	<ul style="list-style-type: none"> <li>Give away and discount tour packages</li> <li>Suggestion box for visitors</li> <li>Souvenirs or reminding memories from the village</li> <li>Best service</li> </ul> <p><b>Development Strategy</b></p> <ul style="list-style-type: none"> <li>Membership Preparation</li> <li>Bonus when purchasing 5 village products</li> <li>Discount for second visit (tourist destination)</li> <li>Free one-time photo while traveling</li> </ul> <p><b>Channels</b></p> <ul style="list-style-type: none"> <li>Media sosial (youtube, instagam, tiktok, facebook, whatsapp)</li> <li>Village gate</li> <li>Egen travel</li> <li>Brochure</li> <li>Event</li> <li>tkat.com Application</li> <li>Marketplace</li> <li>Village website is deswisatidomulyo</li> </ul> <p><b>Development Strategy</b></p> <ul style="list-style-type: none"> <li>Application of archipelago tourism village</li> <li>Village Product Catalog</li> <li>Sidomulyo Village Tourism Destination Catalog</li> <li>Active in creating content on social media</li> </ul>	<ul style="list-style-type: none"> <li>All circles</li> <li>Educational institutions such as students, college students, teachers, lecturers</li> <li>Jember district area</li> <li>Local to International</li> </ul> <p><b>Development Strategy</b></p> <ul style="list-style-type: none"> <li>Generation z or millennials who look at social media</li> <li>Nature lovers and travelers</li> </ul>
<b>Cost Structure</b>		<b>Revenue Streams</b>		
<ul style="list-style-type: none"> <li>Transportation costs</li> <li>Training costs</li> <li>Equipment repair costs</li> <li>Online and offline marketing costs</li> <li>The cost of building and developing tourist destinations</li> <li>Officer's salary</li> <li>Purchase of tools and raw materials</li> <li>Maintenance and care</li> <li>Purchase of Sheep breed</li> </ul>		<ul style="list-style-type: none"> <li>Travel tickets</li> <li>Event event</li> <li>Accommodation rental (tourist train, meeting room, camping ground)</li> <li>Sales of village products</li> <li>Educational classes</li> <li>Lamb skewers sale</li> <li>Vehicle parking</li> </ul> <p><b>Development Strategy</b></p> <ul style="list-style-type: none"> <li>Lodging rentals for each tourist destination</li> <li>Photographer and videographer</li> <li>Souvenir Sales</li> <li>Provision of Transportation Facilities Around Sidomulyo Tourism Village</li> </ul>		

Source: interview with stakeholders of Sidomulyo Tourism Village:

The Business Model Canvas (BMC) is a strategic tool used to evaluate and design the structure of a business. It assists companies and organizations in understanding the comprehensive framework of their business through nine key elements. The application of the BMC to Sidomulyo Tourism Village, particularly for Halal Tourism, involves several strategic implementations:

**Value proposition:** Sidomulyo's commitment to preserving educational and cultural heritage provides a unique value, setting it apart from other tourist destinations. The village offers distinctive experiences, including a beautiful natural atmosphere, historical sites like Sendang Tirto from the Majapahit era, and unique batik motifs featuring the gumitir orchid flower. It promotes educational tourism, cultural preservation, and various recreational facilities, such as a 24-hour café, organic lamb skewers, and international coffee exports. The village's charm lies in its blend of natural beauty, cultural heritage, and engaging tourist activities.

**Customer segments:** Targeting tech-savvy millennials and nature enthusiasts ensures a steady flow of visitors who are likely to share their experiences on social media. The target audience includes local and international tourists, educational institutions, students, teachers, and lecturers from the Jember district area. The village also appeals to Generation Z, millennials, nature lovers, and travelers active on social media, ensuring a diverse and inclusive tourist demographic.

**Customer relationships:** Offering incentives such as membership bonuses and discounts fosters customer loyalty and encourages repeat visits. The village builds relationships through giveaways, discount tour packages, suggestion boxes, and souvenirs. Prioritizing excellent service, strategies include membership programs, bonuses for purchasing village products, discounts for repeat visits, and free travel photos. These initiatives aim to enhance customer loyalty and satisfaction.

**Channels:** Utilizing various channels, including online platforms and catalogs, ensures wide-reaching promotion and accessibility for potential visitors. The village employs multiple promotional and communication channels, including social media platforms (Instagram, TikTok, YouTube, Facebook, WhatsApp), travel agencies, brochures, events, online applications like

tiket.com, and the village's website. These channels help reach a wider audience and facilitate tourist engagement.

**Cost structure:** Effective cost management through strategic planning and resource allocation ensures sustainable development and maintenance of tourist facilities. The village incurs costs such as transportation, training, equipment repair, marketing, development of tourist destinations, salaries, purchase of tools and raw materials, maintenance, and purchase of sheep breeds. These expenses are essential for the village's operational sustainability and growth.

**Revenue streams:** Diversifying revenue sources through accommodation rentals, photography services, and souvenir sales creates multiple income streams for economic stability. Revenue is generated through travel tickets, events, accommodation rentals (tourist trains, meeting rooms, camping grounds), sales of village products, educational classes, lamb skewer sales, vehicle parking, lodging rentals, photographer and videographer services, souvenir sales, and transportation facilities within the village. These diverse revenue streams support the village's economic stability and development.

**Key activities:** Branding and certification efforts ensure that tourist destinations meet Halal standards, enhancing the village's appeal to Muslim tourists. Enhancing worship facilities and financial services aligns with Halal tourism values. Core activities include providing excellent service, gathering tourist feedback, and continuously improving tourist destinations. Marketing activities involve event participation and village promotion. Specific projects include revitalizing Sendang Tirto, renovating sheepfolds for breeding, processing coffee, and constructing homestays. These activities aim to enhance the overall tourist experience and maintain the village's attractiveness.

**Key partnerships:** Establishing collaborations with social media influencers and media outlets enhances the village's visibility and attracts a broader audience. Sidomulyo Tourism Village collaborates with various partners, including community information communities (CIC), travel agencies like Egen Travel, the Jember Tourism Office, local tourism villages such as Arjasa, and several business entities, including Asmipa tourism partner, BUMDes Sidomulyo, and Jember Batik Makers. Organizations like the F Team, Cleo Drinking Water,

and the Jember Forest Management Unit, along with other local cooperatives and development groups, play significant roles. These partnerships enhance the village's tourism offerings through collaboration and resource sharing.

**Key resources:** Leveraging social media platforms and skilled personnel is crucial for marketing and operational efficiency. Essential resources include human resources from the village community and employees, natural resources like pine trees and springs, village officials, recreational facilities, batik tools, and sheepfolds. These resources are critical for maintaining the village's operations and tourist offerings.

By integrating the Business Model Canvas with a focus on halal tourism, Sidomulyo Tourism Village can effectively position itself as a unique and attractive destination, fostering economic growth and community welfare. This strategic approach enhances the village's tourism potential and aligns with cultural and religious values, ensuring a sustainable and inclusive development model.

## **Conclusion**

The research conducted on Sidomulyo Village in Silo District, Jember Regency, East Java, aimed to analyze the village's development strategy towards becoming a halal tourism destination using the Business Model Canvas (BMC) approach. The findings revealed that Sidomulyo Village possesses significant potential as a halal tourism destination due to its abundant natural resources, rich cultural heritage, and established tourism attractions like the Raja Domba Educational Tour, Sidomulyo Batik House, and the Sendang Tirto Gunitir Spring. By leveraging the BMC, the study identified key strategic elements such as value propositions, customer segments, channels, and key partnerships, which are crucial for enhancing the village's appeal to both local and international tourists.

Furthermore, the study highlighted the village's commitment to meeting the needs of Muslim tourists by providing halal food and drinks, places of worship, and Muslim-friendly accommodations. The strategic implementation of the BMC elements demonstrated how Sidomulyo Village can effectively position itself as a unique and attractive destination, fostering economic growth and community welfare. The research emphasized the importance of strategic planning, cost management, and diversified revenue streams to

ensure sustainable development and maintenance of tourist facilities.

However, the research faced several limitations. The study was primarily qualitative, focusing on a single village, which may limit the generalizability of the findings to other regions. Additionally, the reliance on interviews and observations may introduce subjective biases. Future research should consider a more extensive quantitative approach, including multiple case studies of different villages, to validate and expand on the findings. Investigating the long-term impacts of halal tourism on local communities and exploring innovative marketing strategies to attract a broader audience would also be valuable for further development.

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