Optimizing the implementation of business model canvas in elevating the Garuda Futsal League as a premier sports tourism event

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ABSTRACT

This study aims to examine the implementation of the Business Model Canvas (BMC) approach in organizing the Garuda Futsal League (GFL) Series 1 in Surabaya. GFL is an inter-school futsal competition that is designed professionally and innovatively with a focus on developing talented young athletes. Through an implementation method with the BMC theory, GFL has succeeded in creating a structured and professional competition model, by offering a main value proposition, namely improving the quality of performance supported by the use of digital technology in recording player statistics. GFL also presents a sportainment concept that has succeeded in attracting the attention of participants and spectators widely. This study shows that the implementation of the BMC approach is able to create a sustainable student sports competition ecosystem operationally, economically, and socially. Furthermore, by integrating the concept of sports tourism, events like GFL contribute not only to the development of youth sports but also to the promotion of Surabaya as a vibrant destination for sports tourism. As a result, GFL not only provides direct benefits in the form of high-quality futsal competitions but also delivers strong social and economic value, attracting the interest of government and private sectors to become long-term sponsors.

1. INTRODUCTION

Futsal, originating from the Spanish words futbol (football) and sala (indoor), started gaining popularity in Indonesia in the late 1990s. Its increasing popularity aligned with the Indonesian society's passion for football but was hindered by urban limitations in land and sports facilities. Initially, futsal grew through small communities utilizing indoor and small outdoor courts, marking the early potential of futsal as an alternative sport for Indonesians (Sulistianto & Supraja, 2009). Over time, futsal received a positive response and experienced significant development across Indonesia. Local futsal competitions emerged with support from the private sector and government, indicating that futsal was seen as a serious alternative to channel football talent. Moreover, futsal served as a platform for building inclusive sports

communities across diverse demographics. The fast-paced and intense nature of futsal games attracted wide interest, functioning both as sports and entertainment.

In response to this trend, Garuda Futsal League (GFL) was introduced as a professionally designed high school futsal competition focused on developing young talented athletes. GFL embraces the concept of sportainment, blending sports with entertainment, and implements a data-based player statistic recording system for effective talent identification. Strategic partnerships with stakeholders such as the Education Office, Indonesian National Sports Committee (KONI), professional futsal clubs, and mainstream media aim to build an integrated and sustainable student futsal ecosystem.

Furthermore, GFL is also envisioned as a catalyst for promoting sports tourism in Surabaya. By attracting participants, supporters, families, and futsal enthusiasts from various regions, GFL has the potential to contribute significantly to the local economy through tourism-related spending in hospitality, transportation, and retail sectors (Weed & Bull, 2004). Beyond offering professional and entertaining competition, GFL was developed with an entrepreneurial approach through the application of the Business Model Canvas (BMC). The BMC approach enables the competition to be managed in a structured, strategic manner, delivering clear added value to all involved parties. By comprehensively analyzing each element of the BMC—customer segmentation, value proposition, communication channels, customer relations, revenue streams, key resources, key activities, key partnerships, and cost structure—GFL successfully creates a sports business ecosystem that is not only competition-oriented but also promotes long-term economic, social, and tourism sustainability.

This study specifically aims to thoroughly examine the entrepreneurial business model implementation in organizing GFL Series 1 in Surabaya using the BMC framework. The results of this study are expected to offer valuable insights for the future development of sports competitions in Indonesia, especially within the context of student futsal and emerging sports tourism.

2. LITERATURE REVIEW

Business Model Canvas (BMC) Concept

The BMC is a strategic analysis tool. According to Osterwalder & Pigneur (2010), "A business model describes the rationale of how an organization creates, delivers, and captures value." BMC consists of nine main elements that are interconnected: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure.

The implementation of BMC in the sports industry has become increasingly relevant, particularly in organizing competitions that require professional and sustainable management.

The use of BMC in the sports sector helps create clear economic and social value, thereby enhancing the potential sustainability of sports businesses. Furthermore, within the scope of sports tourism, the BMC framework provides a strategic structure to align sporting events with tourism development objectives, offering added value not only to participants but also to the host city's economy.

Customer Segments

According to Osterwalder & Pigneur (2010), a business model will define one or several customer segments. Customer segments are the primary target groups of a business or activity. In the context of sports competitions, customer segments include competition participants (athletes, students), educational institutions (schools), and sports communities. A clear definition of customer segments helps organizers understand the needs, characteristics, and expectations of involved stakeholders. In the context of sports tourism, these segments could expand to include traveling supporters, families, and domestic or international spectators seeking unique sports experiences.

Value Propositions

According to Osterwalder and Pigneur (2010), a value proposition can either be an innovative offering or a redefinition of existing offerings. In the organization of a futsal competition like the GFL, the value proposition includes providing a professional match experience, talent development opportunities through data-based player statistics, and additional entertainment value through the sportainment concept, blending sports and arts into an attractive event. In the broader context of sports tourism, the value proposition is further enhanced by positioning the event as a unique sports tourism product that offers participants and visitors a holistic experience. Beyond the matches themselves, visitors can explore local attractions, gastronomy, and cultural activities in Surabaya, making the GFL not only a competitive event but a memorable travel destination.

Channels

Channels refer to the means by which an organization delivers its value proposition to its customer segments. In the case of GFL, multiple channels were employed, including social media platforms such as Instagram and TikTok, which consistently published visual content to build awareness and engagement among young audiences. A dedicated website (garudaleague.id) served as the main platform for information dissemination, match schedules, player statistics, and digital documentation.

The use of traditional media partners like Suara Surabaya expanded GFL's reach to broader audience segments. Furthermore, paid media advertisements and collaborations with Key Opinion Leaders (KOL) and Brand Ambassadors, including notable futsal athletes and influencers, enhanced personal and emotional engagement with potential participants and spectators. From a sports tourism perspective, the diversified channels play a critical role in promoting the event beyond Surabaya's local community, attracting visitors from other cities and regions, thus amplifying the city's tourism appeal.

Customer Relationships

Managing customer relationships involves maintaining engagement with participants, supporters, schools, and other stakeholders. GFL maintained close contact with participating schools through regular technical meetings and WhatsApp groups, ensuring real-time communication and the dissemination of accurate information. Direct interactions during events, responsive digital engagement, and interactive social media activities further strengthened emotional bonds with audiences (Pegoraro, 2010). Awards, exclusive career opportunities through professional club selection, and the overall sportainment experience fostered lasting loyalty. In relation to sports tourism, building strong customer relationships is essential to encourage repeat visits, word-of-mouth promotion, and the formation of a loyal community that views GFL not just as a competition, but as an annual sporting pilgrimage.

Revenue Streams

According to Osterwalder & Pigneur (2010), if customers are the heart of the business model, revenue streams are its arteries. The GFL derives its revenues primarily from two main sources: sponsorships and ticket sales. Sponsorships include collaborations with private companies and governmental agencies, providing financial support in exchange for brand visibility across various event materials, such as banners, player jerseys, and promotional content. Ticket sales to spectators attending the matches constitute the second revenue stream. The fusion of competitive futsal matches and live entertainment during opening and closing ceremonies enhanced the event's attractiveness, thus boosting ticket sales. From a sports tourism perspective, revenue streams can be diversified further. GFL can create bundled packages, including match tickets, accommodation, and local tourism experiences, thereby increasing the length of stay and expenditure of audiences (Taks et al., 2013).

Key Resources

Key resources are the main assets required to deliver the value proposition. In the case of GFL, key resources include working capital, human resources, venue facilities, digital

technology for player statistics recording, and a strong network of supporting institutions. These resources ensure the professionalism and sustainability of the competition. Importantly, the human resources involved are not only responsible for operational management but also act as ambassadors for promoting the event as a sports tourism attraction. Strategic use of digital technology in recording and broadcasting the event also enhances the visibility of GFL beyond local audiences, reaching potential sports tourists.

Key Activities

Key activities refer to the essential operations that allow the business model to function (Gibson, 1998). For GFL, key activities encompass event planning and execution, marketing and promotion, stakeholder engagement, talent scouting, and event evaluation. The activities also involve conducting roadshows to schools, organizing press conferences, and developing after-event content like after movies and player profiles. Such activities are crucial not only for building the brand but also for positioning the event as part of a broader sports tourism initiative (Intiar et al., 2024). By offering a seamless and memorable experience both inside and outside the venue, GFL strengthens Surabaya's appeal as a sports tourism destination, encouraging repeat attendance and broader community involvement.

Key Partnerships

In the organization of the GFL, strategic partnerships played a critical role. Key partners included educational institutions, government bodies such as the Education Office and KONI, professional futsal clubs, private sponsors, media outlets, and logistical support vendors. From a sports tourism standpoint, these partnerships can be further leveraged to develop integrated promotional campaigns (Chalip & McGuirty, 2004). Collaborations with travel agencies, tourism boards, and hospitality providers could elevate GFL into a cornerstone event within the regional sports tourism calendar, inviting broader participation from outside Surabaya. Establishing connections with tourism and cultural bodies would also allow the integration of futsal events with local festivals, thereby creating a more immersive tourist experience (Getz, 2008).

Cost Structure

The cost structure of the GFL includes venue rental, logistics, promotional activities, entertainment expenses for ceremonies, human resources, and technological support. Proper cost management ensured that the event maintained financial sustainability without compromising quality. In the future, allocating budgets specifically for sports tourism promotion—such as advertising GFL in national or international tourism platforms—could

expand its reach and maximize the return on investment, transforming the event into a multi-faceted economic contributor.

3. METHODOLOGY

This study employed a qualitative-participatory research design. Qualitative research is appropriate for exploring the complex and dynamic phenomena underlying the organization of the GFL, particularly in understanding the strategic processes and stakeholder interactions (Creswell & Poth, 2018). A qualitative approach enables researchers to delve into the participants' experiences, perceptions, and motivations in a natural setting, providing a rich and contextualized understanding of the subject.

The participatory aspect of the research was implemented by involving key stakeholders—such as event organizers, participating schools, athletes, sponsors, and local government representatives—not merely as subjects but as active collaborators in the research process. According to Cornwall & Jewkes (1995), participatory research empowers stakeholders by acknowledging their knowledge and co-creating findings that are both academically robust and socially relevant. Data collection methods included direct observation during GFL events, semi-structured interviews with key stakeholders, and analysis of event documents such as sponsorship proposals, match schedules, and player statistics records. This triangulation of data sources ensures the credibility and validity of the findings (Patton, 2022).

Furthermore, participatory research strategies such as collaborative workshops and feedback sessions were conducted to validate the emerging themes and insights. This participatory validation process aligns with recent practices in sports event research, which emphasize the importance of engaging stakeholders to co-construct knowledge that enhances both theoretical understanding and practical outcomes (Woods, 2022). By adopting this qualitative-participatory methodology, the study ensures that the analysis and recommendations are grounded in the lived realities and aspirations of those directly involved in the GFL, thereby increasing the relevance and impact of the research outcomes.

4. RESULTS AND DISCUSSION

The application of the BMC to the GFL has demonstrated significant effectiveness in fostering a sustainable and scalable sports event model that aligns with the broader goals of sports tourism development. Recent studies emphasize that modern sports events are no longer evaluated solely by their operational success but increasingly by their contribution to destination branding, local economic stimulation, and sustainable tourism development (Wicker et al., 2023).

Customer Segmentation and Tourism Expansion

The identification of broader customer segments beyond participants—such as supporters, families, alumni, and traveling fans—directly correlates with the findings of Yi et al. (2022), who highlight that targeting diverse audience profiles enhances sports events' capacity to contribute to regional tourism economies. In GFL, segmenting audiences effectively allows the event to serve dual purposes: developing young athletic talent and simultaneously attracting sports tourists to Surabaya, thereby increasing visitor expenditure in accommodation, dining, and transport sectors.

Strengthening Value Propositions through Sportainment

The integration of sportainment elements—combining futsal competitions with entertainment shows—further strengthens GFL's value proposition. According to Huertas-Garcia et al. (2022), sports events that embed entertainment components experience higher levels of tourist satisfaction and longer visitor stays. In this case, GFL's combination of competitive matches with music performances creates an emotionally engaging and memorable experience, positioning Surabaya as a vibrant, youth-oriented tourism destination.

Digitalization and Global Reach

The strategic use of digital technology in recording player statistics, streaming matches, and promoting content on social media platforms aligns with the trends discussed by Ratten (2011) and Ratten & Ferreira (2023), who argue that digital transformation is pivotal for enhancing sports events' global reach and marketability. By leveraging Instagram, TikTok, and web-based platforms, GFL not only enhances participant engagement but also attracts virtual tourists and future event attendees, creating a hybrid tourism model that merges physical and digital experiences.

Strategic Partnerships and Destination Branding

Successful sports tourism events aevere heavily reliant on multisectoral partnerships (Kaplanidou & Gibson, 2010). Collaboration with educational institutions, local governments, futsal clubs, and private sector sponsors, as seen in GFL, is consistent with the partnership-driven models proposed by Rocha & Barbanti (2022). These partnerships ensure financial sustainability, institutional legitimacy, and greater media exposure, crucial elements for positioning Surabaya on the sports tourism map nationally and regionally. Moreover, destination branding is significantly enhanced through consistent, high-quality event execution. Events like GFL contribute to the creation of a positive image of the host city, similar

to the impacts identified by Kaplanidou et al. (2023) in their study on youth sports tournaments and city branding.

Sustainability and Long-Term Legacy

Sustainability is a core component of modern sports tourism strategies (Schulenkorf, 2012). GFL's model—which emphasizes youth development, community engagement, and recurring events—mirrors the sustainable event framework advocated by Preuss & Solberg (2023). By fostering local talent and ensuring annual continuity, GFL generates a sustainable legacy that supports both the sport's ecosystem and the city's tourism economy over the long term.

5. CONCLUSION

In conclusion, the GFL case exemplifies how a sport event, through a well-structured BMC framework, can evolve into a critical asset for sports tourism development. Future series of GFL could further strengthen Surabaya's positioning by formalizing partnerships with tourism boards, creating travel packages for fans, and enhancing digital promotional strategies to capture broader domestic and international markets.

The implementation of the BMC in the GFL Series 1 successfully created an innovative and sustainable student sports competition ecosystem. GFL delivered strong social value, particularly by offering real career opportunities for young athletes, and attracted significant support from both government and private sectors. Additionally, by positioning GFL as part of the sports tourism framework, the event also contributed positively to the local economy of Surabaya, strengthening its image as an emerging hub for sports and tourism activities.

Managerial Implications

The managerial implications derived from GFL's implementation of BMC highlight the need for an integrated, digitally-driven, customer-focused, and sustainability-oriented management strategy. These insights provide a valuable blueprint for replicating successful sports tourism events across other cities and regions. The findings from the application of the BMC in the management of the GFL provide several important managerial implications for event organizers, sports entrepreneurs, and tourism stakeholders.

Customer-Centric Strategy Development

Event managers should prioritize a deeper understanding of customer segments beyond athletes and immediate participants, expanding outreach to families, alumni networks, and

traveling supporters. Targeted marketing strategies must be customized for each segment to maximize participation and tourism-related economic impact.

Integration of Sportainment for Enhanced Value Creation

Combining sports competitions with entertainment elements should become a standard practice to enhance audience engagement and visitor satisfaction. Managers must allocate resources not only for the sporting aspect but also for high-quality entertainment, thereby improving the overall event experience and increasing repeat attendance.

Digitalization as a Strategic Asset

Investment in digital platforms, live streaming services, real-time statistics, and interactive social media campaigns should be treated as core activities. Managers must view digital engagement not merely as marketing but as a central component of delivering value propositions, extending brand reach, and attracting sports tourists from outside regions.

Strategic Multi-Stakeholder Collaboration

Event success is heavily reliant on forming strategic alliances with government institutions, tourism boards, professional sports clubs, and private sponsors. Managers should adopt a collaborative governance approach that aligns the objectives of different stakeholders toward sustainable sports tourism development.

Sustainability and Legacy Planning

Beyond short-term operational goals, event managers must incorporate sustainability and legacy considerations into the planning phase. Developing youth programs, fostering local community engagement, and ensuring event continuity can create long-lasting impacts that benefit both the sports and tourism sectors.

Data-Driven Decision Making

Managers should implement systems for collecting, analyzing, and utilizing data on participant demographics, visitor spending patterns, and customer satisfaction. This evidence-based approach will support more accurate forecasting, better resource allocation, and the continuous improvement of future event editions.

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