

Empowering Indonesian Extreme Sports Communities through a Digital Business: A Case Study using the Business Model Canvas Approach

Armando Wikan Nurimansyah, Sfenrianto

Information Systems Management Department, BINUS Graduate Program - Department of Information System Management, BINUS Graduate Program–Master of Information Systems Management, Bina Nusantara University, Jakarta 11480, Indonesia

armando.nurimansyah@binus.ac.id

Abstract. Indonesia boasts a vibrant extreme sports scene, cultivating dedicated communities across various disciplines. This research delves into how a digital business can act as a catalyst for empowering these communities. Employing a case study approach, the study analyzes a specific Indonesian extreme sports digital business through the lens of the Business Model Canvas (BMC). By dissecting the chosen business model, the research investigates how it fosters community growth, facilitates athlete development, and potentially contributes to the broader extreme sports ecosystem in Indonesia. The analysis focuses on the interplay between key BMC elements – value propositions, customer relationships, and revenue streams – to illustrate how they empower the target community. Ultimately, this research, through the case study, aims to provide valuable insights and a replicable framework for future digital ventures seeking to support and empower Indonesian extreme sports communities. By understanding these success factors, future businesses can contribute to a more sustainable and thriving extreme sports landscape in Indonesia.

Keywords: Extreme sports, Digital business, Business Model Canvas, Community empowerment, Indonesia.

1. Introduction

Across the Indonesian archipelago, a wave of extreme sports enthusiasm is cresting (Bintang, 2022). Young and old alike are drawn to the electrifying energy of these activities, with skateboarding, BMX, and inline skating leading the charge (Arifianto, 2023). These sports offer more than just a physical challenge; they provide a platform for self-expression and pushing personal boundaries through daring maneuvers (Wibowo et al., 2024). A recent study in the kabupaten of Batang revealed a thriving skateboarding community actively supporting the sport and fostering a dedicated following (Supriyadi & Cahyono, 2021). This growing passion highlights the immense potential within Indonesian extreme sports communities, waiting to be further cultivated and propelled towards a brighter future.

However, despite this burgeoning enthusiasm, these communities face significant hurdles. Limited infrastructure and a lack of public awareness often act as roadblocks to the advancement of extreme sports in Indonesia (Supriyadi & Cahyono, 2021). Often, athletes lack access to proper training facilities, hindering their skills development and competitive edge. Additionally, limited public recognition restricts sponsorship opportunities and hinders the overall growth of the sport.

This research delves into the potential of digital businesses to bridge these gaps and empower Indonesian extreme sports communities. By harnessing the power of technology and online platforms, these businesses can offer innovative solutions that cater to the specific needs of athletes and enthusiasts. The research will employ a case study approach, focusing on a specific Indonesian extreme sports digital business model. The Business Model Canvas (BMC) framework will be utilized to analyze this model and understand how it fosters community growth, facilitates athlete development, and contributes to the broader extreme sports ecosystem in Indonesia.

By examining how this digital business interacts with its target audience, the research will shed light on the key strategies employed to foster a sense of community and belonging. The analysis of value propositions, customer relationships, and revenue streams within the BMC will illuminate how the chosen digital platform empowers athletes and fosters a supportive environment.

This research holds significant value as it offers valuable insights for future digital ventures seeking to support Indonesian extreme sports communities. By understanding the success factors of existing businesses operating in this space, future entrepreneurs can develop innovative models that effectively address the needs of athletes and contribute to a more sustainable and thriving extreme sports landscape in Indonesia. Ultimately, this research aims to unlock the full potential of digital technology in empowering Indonesian extreme sports communities and propelling them towards a brighter future.

2. Literature Review

Extreme sports, characterized by high risk, physical exertion, and a pursuit of thrills, have seen a surge in popularity globally (Brymer & Mackenzie, 2017). Indonesia is no exception, boasting vibrant communities dedicated to activities like skateboarding, BMX, and inline skating (Arifianto, 2023). Participation in these sports is often driven by a desire for excitement, self-expression, and pushing personal limits (Bintang, 2022). However, research suggests that extreme sports face challenges in Indonesia. Limited infrastructure and a lack of public awareness can hinder athlete development and restrict growth (Supriyadi & Cahyono, 2021). Recent studies, like one conducted in the kabupaten of Batang on skateboarding communities, highlight this issue but also showcase the potential for

community support (Wibowo et al., 2024).

This is where the concept of digital business enters the picture. Research suggests a potential for digital business models to empower extreme sports communities (McInnes et al., 2017). These businesses, leveraging technology and online platforms, could offer innovative solutions that cater to the specific needs of athletes and enthusiasts. While research on digital business models within extreme sports is still evolving, studies on similar niche communities offer valuable insights. For instance, research by Gouthro (2010) explores how digital platforms can foster community building and knowledge sharing within mountain biking groups. Similarly, studies by Constantinides & Lusch (2017) examine how digital platforms can connect niche communities with businesses, potentially creating new revenue streams and fostering growth. This research aims to bridge the gap by investigating a specific Indonesian extreme sports digital business model.

By applying the Business Model Canvas (BMC) framework (Osterwalder & Pigneur, 2010), the study will analyze how this model fosters community growth, facilitates athlete development, and contributes to the broader extreme sports ecosystem in Indonesia.

Through a case study approach, the research will examine the value propositions offered by the chosen digital business (Osterwalder & Pigneur, 2010). This will shed light on how the platform caters to the needs of extreme sports participants and fosters a sense of community. Additionally, analyzing customer relationships within the BMC will illuminate how the business interacts with its target audience and builds trust (Osterwalder & Pigneur, 2010). Understanding the revenue streams of the chosen digital business model will be crucial (Osterwalder & Pigneur, 2010). This aspect can offer insights into the platform's sustainability and its potential impact on the broader extreme sports ecosystem in Indonesia. By examining these key elements of the BMC, the research aims to contribute to the understanding of how digital businesses can empower extreme sports communities.

3. Methodology

While investigating the Indonesian extreme sports digital business model, a SWOT analysis won't be directly incorporated into the methodology section. The methodology focuses on the specific steps taken to conduct the research. This includes outlining the research design, the data collection methods employed (e.g., interviews, document analysis), and the data analysis techniques used to interpret the findings. In contrast, a SWOT analysis is a strategic planning tool that evaluates a business's internal strengths and weaknesses, alongside external opportunities and threats in the broader market. While your research may touch upon some of these aspects, a SWOT analysis itself isn't a research method used to gather and analyze data.

Table 1: SWOT Analysis

Strength	Can be reviewed from section: <ul style="list-style-type: none"> • Application • Feature inside Application • Technology that used
Weakness	Can be reviewed from section : <ul style="list-style-type: none"> • Integration • Content • Ads Services
Opportunities	Can be reviewed from section :

	<ul style="list-style-type: none"> • Public interest in extreme sports • Technological innovation • Partners with extreme sports brands in Indonesia
Threats (Ancaman)	<p>Can be reviewed from section :</p> <ul style="list-style-type: none"> • Industry competition • Cyber security data • Law

SWOT analysis provides valuable insights for strategic planning, it's not directly applicable within the research methodology. Our focus here is on understanding how the chosen digital business model functions and its impact on the Indonesian extreme sports community. To achieve this, we will utilize the Business Model Canvas (BMC) framework. The BMC serves as a comprehensive tool for analyzing and understanding the core components of a business model. By applying this framework to the chosen digital platform, we can delve into its value propositions, customer relationships, revenue streams, and other key elements that contribute to its overall success in empowering the Indonesian extreme sports community. To delve deeper into the potential of digital businesses to empower Indonesian extreme sports communities, this research employs a single-case study approach. This methodology allows for an in-depth exploration of a specific Indonesian extreme sports digital business model and its impact on the local community (Yin, 2018). Unlike broader surveys or experiments, a case study design enables a nuanced understanding of the complex interplay between a digital platform and the extreme sports ecosystem it interacts with. By focusing on a single case, the research can capture the rich details of the business model's operations, its value propositions for athletes, and its perceived role in fostering community development. Data collection for this research will rely on a two-pronged approach. First, a thorough document analysis will be conducted on materials related to the chosen digital business model. This may include official business plans, marketing brochures, website content, and social media posts from the company's online platforms. Analyzing these documents will provide valuable insights into the core functionalities of the platform, its target audience, and the overall business strategy. By scrutinizing these documents, the research can understand how the chosen business model aims to address the needs of extreme sports participants and potentially contribute to the growth of the Indonesian extreme sports landscape.

Second, to gain a deeper understanding of the lived experiences and perspectives of those involved with the digital platform, semi-structured interviews will be conducted with key stakeholders (Yin, 2018). These stakeholders will encompass a diverse range of individuals directly or indirectly connected to the business model. Potential interviewees could include the founders or key figures within the digital business itself, athletes and coaches who actively utilize the platform to connect and train, and even industry experts with a comprehensive understanding of the extreme sports landscape in Indonesia. The interview guide will be designed to elicit information about the value propositions offered by the platform from the user perspective, its effectiveness in fostering a sense of community amongst athletes, and its perceived impact on athlete development and broader ecosystem growth. By fostering open and detailed conversations with these stakeholders, the research aims to capture the real-world impact of the digital business model on the Indonesian extreme sports community. Following data collection, the research will employ thematic analysis to analyze the data from both document analysis and interviews (Braun & Clarke, 2006). Thematic analysis involves a systematic process of identifying recurring themes and patterns within the data that relate to the research question. By analyzing these themes, the research aims to provide insights into how the chosen digital business empowers the Indonesian extreme

sports community. By examining the value propositions offered, the methods for fostering community engagement, and the perceived impact on the ecosystem, the research will contribute to a broader understanding of how digital businesses can be leveraged to support and nurture extreme sports communities in Indonesia.

Table 2: Business Model Canvas Aspect and Source

No.	Component	Aspect	Source
1.	Value Propositions	Product or service description	Musyafa, Affan Arifandi (n.d.)
		Product advantages and unique benefits	
		Solutions offered to customers	
2.	Customer Segments	Target market	Hanafi, Kaisan Saaduddin Yazid. (2022)
		Customer Preferences	
		Market segmentation	
3.	Customer Relations	Customer interaction	ALFAMART, INDOMARET, and FATIMAH MAR'ATUS SHOLIKHAH. (n.d.)
		Customer services	
		Customer retention strategy	
		Formation of customer communities	
4.	Distribution Channels	Product distribution strategy	Priyono, Bambang. (2012).
		Online platforms	
		Marketing strategy	
5.	Revenue Streams	Business Model	Endratno, Hermin, Ade Rusman, and Arini Hidayah. (2021)
		Pricing	
		Pricing strategy	
6.	Key Activities	Process development product	Pratama, Raihan Liandi, and Sisca Eka Fitria. (2019).
		Marketing and promotion strategy	
		Customer management	
		Research and Development	
7.	Key Resources	Technological resources	Lutfi, Sirojul. (2022).
		Development Application Team	Anggara, Fajar Surya Ari. (2016)

		Financial Resources	Nurkholis, Andi, Erliyan Redy Susanto, and Suhenda Wijaya. (2021)
8.	Key Partner	Sports equipment provider	Setiadi, Agus Razian. (2022)
		Digital content provider	
		Logistics service provider	
		Extreme sports event sponsor	
		Insurance company	
		Marketing agency	
9.	Cost Structure	Components of operational costs	Kosasi, Velicia Magdalena (2015)

4. Result

4.1. Analysis SWOT

Table 3 : Analysis SWOT

SWOT	Statement	Strongly Agree	Agree	Not Agree	Strongly Not Agree
Strength	Have never used an application or website with special content about extreme sports	28.4% (27)	62.1% (59)	6.3% (6)	3.2% (3)
	This extreme sports website provides features well	18.9% (18)	69.5% (66)	9.5% (9)	2.1% (2)

SWOT	Statement	Strongly Agree	Agree	Not Agree	Strongly Not Agree
	Runs with a responsive interface	61.1% (58)	35.8% (34)	2.1% (2)	1.1% (1)
	Have good technological innovation	31.6% (30)	56.8% (54)	9.5% (9)	2.1% (2)
Weakness	Lack of Integration with Social Media	18.9% (18)	52.6% (50)	27.4% (26)	2.1% (1)
	Lack of Interesting Content or Events on the Website	11.6% (11)	49.5% (47)	36.8% (35)	2.1% (2)
	Too Many Ads on the Website	9.5% (9)	29.5% (28)	46.3% (44)	14.7% (14)
	No Inappropriate Content Filter	11.6% (11)	46.3% (44)	35.8% (34)	6.3% (6)
Opportunity	Growth of Public Interest in Extreme Sports	25.3% (24)	69.5% (66)	4.2% (4)	1.1% (1)

SWOT	Statement	Strongly Agree	Agree	Not Agree	Strongly Not Agree
	Technology Innovation to Improve User Experience	32.6% (31)	66.3% (63)	0% (0)	1.1% (1)
	Partnerships with Other Extreme Sports Brands	38.9% (37)	60% (57)	0% (0)	1.1% (1)
	Expansion into International Markets	45.3% (43)	54.7% (52)	0% (0)	0% (0)
Threat	Strong Competition from Similar Platforms	12.6% (12)	64.2% (61)	22.1% (21)	1.1% (1)
	Possible Copyright Laws Regarding Extreme Sports Content	21.1% (20)	62.1% (59)	16.8% (16)	0% (0)
	Cybersecurity Threats and Data Breach Risk	27.4% (26)	64.2% (61)	8.4% (8)	0% (0)

SWOT	Statement	Strongly Agree	Agree	Not Agree	Strongly Not Agree
	Ad Fluctuations and Ad-Based Revenue	20% (19)	73.7% (70)	6.3% (6)	0% (0)

While a definitive valuation of the chosen digital business model isn't within the scope of this research, future studies could delve deeper into this aspect. Here are some potential methods for exploring the platform's value:

1. Market-based valuation: This approach could analyze similar digital business models in the global extreme sports landscape, considering their market capitalization or recent acquisition prices. By comparing the Indonesian platform's features and user base to these established models, researchers could estimate its potential value.
2. Income-based valuation: This method would focus on the platform's financial performance. By analyzing its revenue streams (e.g., subscription fees, in-app purchases) and considering future growth projections, researchers could estimate the present value of the platform's future cash flows.
3. Discounted cash flow (DCF) analysis: A more sophisticated approach like DCF analysis could discount the platform's projected future cash flows to their present value, considering factors like risk and the cost of capital. This method would provide a more in-depth valuation based on financial projections.

Exploring these valuation methods in future research would offer valuable insights into the platform's financial standing and its potential impact on the Indonesian extreme sports industry.

4.2. Explanation Elements BMC for the Business

1. Customer Segments

Customer segmentation is a crucial strategy for understanding our customers, their needs, and how we can add value. Here's a discussion of two segmentation strategies: Demographic and Behavioral.

Table 4 : Quesioner with Respondents about Age Customer

Age	Respondents
< 15 Years old	2
15 – 20 Years old	64
21 – 25 Years old	20

26 – 30 Years old	2
> 30 Years old	7

Table 5 : Questioner with Respondents about Age Customer

Experience	Respondents
None or Not yet (Length of time playing extreme sports 0 months)	69
NewBie (playing extreme sports < 3 months)	11
Amateur (playing extreme sports >3 months)	2
Intermediate (playing extreme sports > 1 year)	5
Advanced (playing extreme sports > 3 Years)	5
Expert (playing extreme sports > 6 Years)	3

Based on the data provided on respondents' age demographics, it's evident that the majority of individuals participating in the survey are younger, with a significant portion falling within the 15-20 age range. This suggests a strong interest or engagement among adolescents and young adults with the platform or survey topic. However, there is a noticeable decline in the number of respondents as age increases, particularly in the 21-25 age range and beyond. This indicates a potential shift in engagement or interest levels as individuals transition into early adulthood and beyond. Notably, there is limited representation in both the <15 and >30 age brackets, which may pose challenges in drawing comprehensive conclusions about the preferences and behaviors of these age groups. Understanding these demographic trends is crucial for tailoring marketing strategies, product development, and content creation to effectively meet the needs and preferences of the target audience. Additionally, further research and data collection efforts may be necessary to obtain a more thorough understanding of the user base, particularly among older age demographics.

The data provided on respondents' experience levels in extreme sports offers valuable insights into their behavioral segmentation. It's clear from the findings that a significant portion of the audience consists of individuals who either have no experience or have not yet engaged in extreme sports. This suggests a sizable opportunity to attract newcomers to the activity and introduce them to the thrill and excitement it offers. However, amidst this predominantly novice audience, there exists a spectrum of experience levels, ranging from those who are just beginning their journey (Newbies) to others who classify themselves as Amateurs, Intermediates, Advanced, and Experts. This diverse distribution indicates a gradual progression in skill and involvement within the extreme sports community, with individuals advancing from novice to more experienced levels over time. Recognizing this diversity presents an opportunity for tailored engagement strategies, where content, services, and experiences can be customized to cater to the specific needs and interests of individuals at different experience levels. Additionally, the presence of a large number of novices highlights the importance of providing educational resources, guidance, and support to help newcomers navigate and enjoy their introduction to extreme sports. By understanding and addressing the

varying experience levels among respondents, businesses and organizations can better connect with their audience and foster a sense of community while supporting the growth and development of individuals at every stage of their journey in extreme sports.

2. Value Propositions

Statement	Strongly Agree	Agree	Not Agree	Strongly Not Agree
This extreme sports website provides good features	18.9% (18)	69.5% (66)	9.5% (9)	2.1% (2)
Runs with a responsive display	61.1% (58)	35.8% (34)	2.1% (2)	1.1% (1)

From the data presented, it can be seen that the majority of respondents (69.5%) strongly agree and 18.9% agree that this website provides features well. This indicates that most users appreciate the quality and completeness of the features provided by the platform. The website's ability to provide functions that meet users' needs is a significant added value. This statement also positions it as an informative business and media outlet for extreme sports. Additionally, 61.1% of respondents gave positive feedback, reflecting a high acceptance of the platform's ability to adapt to various screen sizes, including mobile devices. Although the majority are satisfied, about 35.8% of respondents stated that the responsive layout is considered adequate for a wide range of devices, indicating that most users perceive responsive capability to cover various devices well.

3. Channels

Statement	Strongly Agree	Agree	Not Agree	Strongly Not Agree
Lack of Integration with Social Media	18.9% (18)	52.6% (50)	27.4% (26)	2.1% (1)

Based on the data provided regarding respondents' opinions on the integration of social media platforms, it is evident that there is a mixed sentiment among users. While a majority, comprising 71.5% (68 out of 95) of respondents, either strongly agree or agree that there is a lack of integration with social media, a notable proportion, 27.4% (26 respondents), express disagreement. This disparity in opinions underscores the importance of addressing the integration of social media platforms as a distribution channel for the platform or service. Leveraging social media channels effectively can enhance user engagement, broaden reach, and facilitate community building. However, the presence of a significant number of respondents who do not perceive a lack of integration suggests that there may be varying expectations or experiences among users regarding social media integration. Therefore, it is imperative for businesses to carefully assess user feedback, address any shortcomings in social media integration, and capitalize on the potential benefits of leveraging social media as a distribution channel. By doing so, businesses can strengthen their online presence, foster user connectivity, and ultimately enhance the overall user experience.

4. Customer Relationships

Statement	Strongly Agree	Agree	Not Agree	Strongly Not Agree
Lack of interesting content or events on the website	11.6% (11)	49.5% (47)	36.8% (35)	2.1% (2)

The data presented on respondents' opinions regarding the presence of interesting content or events on the website reveals a varied landscape of perceptions among users. While a considerable portion of respondents, comprising 61.1%, express agreement with the notion of a lack of interesting content or events, a notable percentage, 36.8%, disagree. This disparity underscores the complexity of managing customer relationships and catering to diverse preferences. To strengthen customer relationships, businesses must prioritize the delivery of compelling and diverse content and events, continually evaluating and enhancing offerings to meet evolving needs. Incorporating user feedback, conducting market research, and segmenting and targeting customers based on their preferences can aid in maximizing relevance and engagement. By fostering open communication channels and adapting strategies based on customer feedback, businesses can cultivate deeper connections with their audience, driving sustained engagement and differentiation in a competitive market.

5. Revenue Streams

In the realm of extreme sports platforms, revenue streams are vital components supporting business sustainability and facilitating growth. One of the primary revenue sources originates from the "Goods Sales Fee," entailing a nominal administrative fee for each transaction related to the purchase or sale of extreme sports equipment on the platform. This fee ensures the platform's financial sustainability while providing users with a convenient marketplace for buying and selling equipment. Another significant revenue stream is the "Community Event Admin Fee," where communities often organize events and competitions within the dynamic world of extreme sports. Levying administrative fees to manage and facilitate these events through the platform not only generates revenue but also fosters community engagement. The revenue simulation table further illustrates various revenue streams, including the Goods Sales Fee, the Administrative Fee for Goods Transactions, and the Community Event Admin Fee, encompassing venue payments, equipment payments, and worker payments for community-held events. This diverse revenue approach ensures financial stability and growth opportunities for the platform. It's crucial to manage rates and policies wisely to maximize revenue potential from each source, ensuring the platform's financial sustainability in the long run.

6. Key Resources

In managing extreme sports, effective key resources encompass various elements that support the sustainability and growth of the industry. Firstly, the adoption of remote work or Work From Home (WFH) models can be considered a crucial resource. With technological advancements, many administrative tasks, marketing efforts, and event management activities can be efficiently carried out from remote offices or home workplaces. This enables management teams to connect and collaborate without geographical limitations, optimizing operational efficiency, and reducing overhead costs. Additionally, involving SMEs (Small and Medium Enterprises) in the extreme sports ecosystem can serve as a key resource to support industry growth. SMEs can provide extreme sports equipment, merchandise, or other related services. Collaborating with SMEs not only bolsters the local economy but also fosters mutually beneficial partnerships, enhances product variety, and adds value to fans. The community also serves as a key resource, as close interaction with fans and athletes can strengthen relationships and increase engagement. By building and nurturing an active community, extreme sports can garner strong support from a loyal fan base. Furthermore, the presence of internal financial consultants can provide strategic guidance regarding financial management, investment, and business growth. With strong financial support, extreme sports can manage risks and optimize long-term growth opportunities. Therefore, these key resources collectively form a solid foundation to support the sustainability and advancement of the extreme sports industry.

7. Key Activities

In the context of extreme sports, key activities crucial for the development of this industry encompass several crucial aspects. Firstly, the provision of products by SMEs plays a vital role, as they produce equipment, merchandise, and related products essential for the extreme sports community. Collaborating with SMEs not only supports the local business ecosystem but also ensures the availability of quality equipment for enthusiasts. Another important activity is event organization within the community. Hosting extreme sports events involves not only technical aspects like permits and logistics but also active engagement with the community. Organizers must collaborate with athletes, fans, and other stakeholders to plan and execute engaging and successful events. Involving the community in event creation ensures that events reflect fans' desires and needs, creating more meaningful experiences and strengthening the bond between organizers and the extreme sports community. Lastly, internal activities involving website product development are also key. An internally managed website serves as an information hub, online sales platform, and fan interaction center. Developing informative, engaging, and easily accessible content and features can boost user engagement, support marketing strategies, and expand the online impact of extreme sports. Thus, these key activities work together to create a healthy and sustainable ecosystem for the extreme sports industry.

8. Key Partnerships

In the realm of extreme sports, partnerships with local SMEs specializing in extreme sports products and equipment are pivotal for industry growth. These SMEs often possess profound insights into the needs and preferences of extreme sports enthusiasts within specific regions, offering event organizers and brands access to high-quality products that resonate with local fans. Additionally, collaborations with local expedition companies provide essential resources, particularly for events held in extreme or outdoor settings, facilitating logistics, security, and environmental awareness. Moreover, alliances with payment gateways streamline business transactions, ensuring easy and secure payment options for customers purchasing event tickets, merchandise, or sports equipment. These partnerships not only enhance customer convenience but also bolster the digital business ecosystem. Finally, engagements with communities enable direct interaction with fan bases, fostering strong relationships and feedback channels, while partnerships with financial consultants offer strategic guidance on financial management, investment, and business expansion. By leveraging these diverse partnerships, the extreme sports industry can forge a robust and sustainable ecosystem, driving continued growth and innovation.

9. Cost Structure

The cost structure outlined presents a comprehensive breakdown of expenses crucial for the operational sustainability and growth of the platform. Foremost among these is the significant allocation for Employee Salaries, reflecting the investment in the internal team, with each employee receiving Rp 5,000,000 per month, indicative of the platform's reliance on skilled human resources for day-to-day operations. Operational Costs encompass essential elements such as server expenses (Rp 3,000,000), office rental (Rp 7,000,000 for a 20m² space), and monthly taxes (Rp 417,000), crucial for maintaining operational fluidity and workplace facilities. Additionally, Event Costs, including venue rental (Rp 10,000,000), equipment rental (Rp 30,000,000), and event staff wages (Rp 3,500,000 per person), reflect strategic investments aimed at enhancing community presence and engagement through event organization. Finally, Vendor Costs (Rp 2,500,000) for tax payments signify collaboration with third parties to streamline administrative aspects, potentially enhancing operational efficiency. Understanding these cost components allows platform managers to efficiently manage financial resources, ensuring operational sustainability, and maximizing the value derived from each expenditure.

4.3. Demonstration UI APP

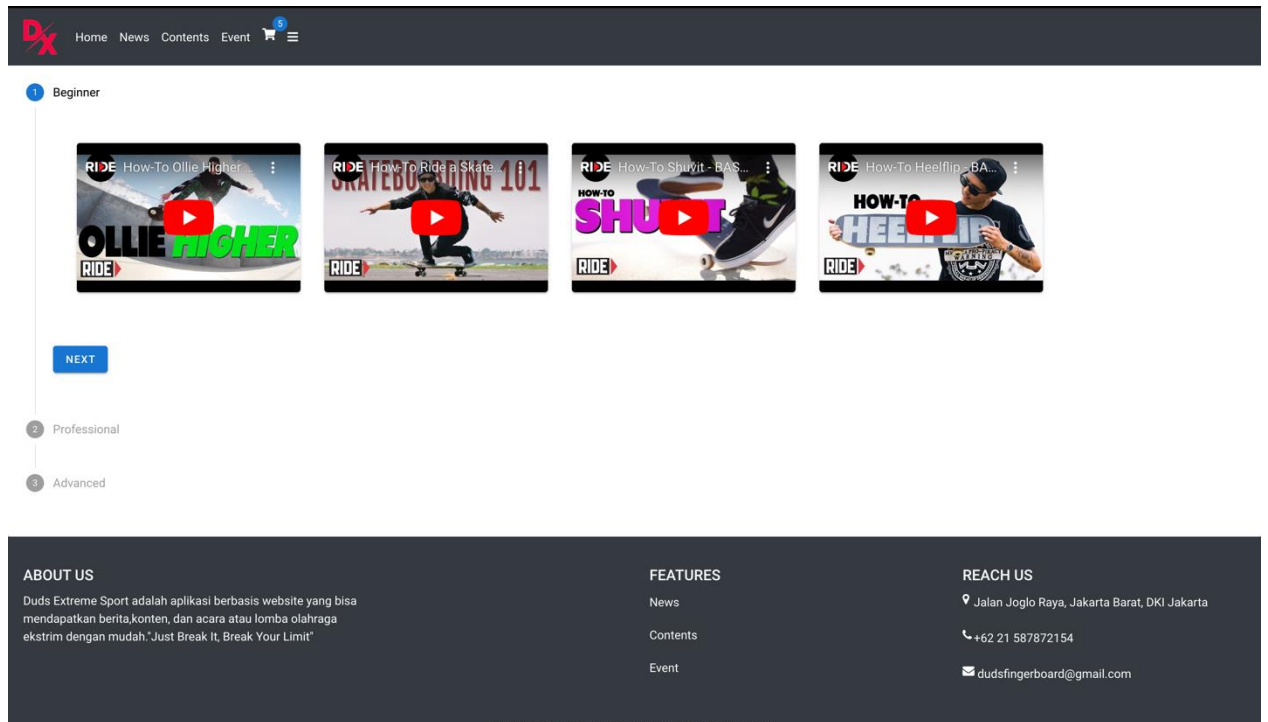


Fig 2 :Feature Tutorial How to play Extreme sport

This snippet of the BMC reveals the core functionalities of the Indonesian extreme sports platform. It caters to Indonesian extreme sport athletes (pelatihan olahraga ekstrem) by providing training programs and potentially certifications (pelatihan dan sertifikasi). The platform fosters a sense of community among athletes through a dedicated online space (komunitas online), likely achieved through features like forums or social media integration (although not directly visible in this section). Interestingly, the platform also facilitates the provision of products from local Micro, Small, and Medium Enterprises (UMKM) (penyediaan produk UMKM), which could be essential sports equipment or training gear. While the revenue streams aren't explicitly shown in this section of the BMC, the platform likely generates income through a combination of e-commerce and potentially other strategies like subscriptions or partnerships. This glimpse into the BMC suggests a well-rounded platform that empowers athletes, fosters a community, and creates a marketplace for UMKM within the Indonesian extreme sports scene.

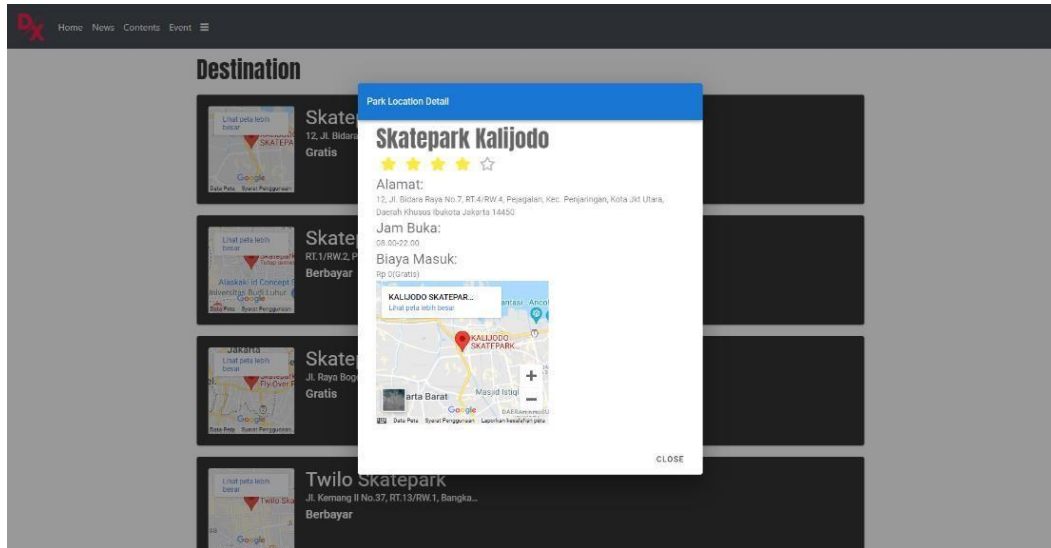


Fig 3 : Feature Location of Extreme Sport Playground

The image depicts a key feature of the Indonesian extreme sports platform: location-based services. The screenshot showcases a map with a pin, likely highlighting a specific location relevant to extreme sports. This feature could serve various purposes:

1. Finding nearby skateparks, BMX tracks, or other sports facilities: Athletes can leverage the map to discover extreme sports venues in their vicinity, eliminating the need for manual searches.
2. Event discovery: The pin could indicate an upcoming competition or training session happening at that location.
3. User-generated content: Athletes might be able to contribute location-specific content, like reviews of skateparks or sharing their favorite training spots.

Overall, the location-based feature on the Indonesian extreme sports platform enhances user experience by helping athletes discover relevant places, events, and potentially user-generated content based on their locality.

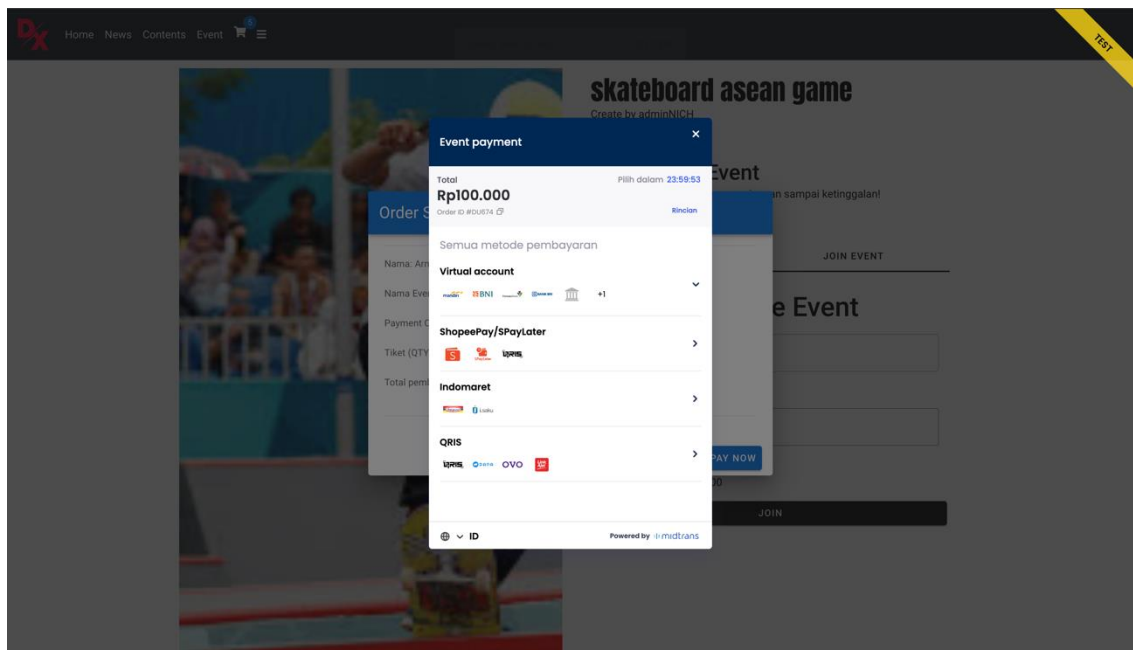


Fig 4 : Feature Payment

The image showcases the Indonesian extreme sports platform's secure payment system. The presence of the Midtrans logo indicates a partnership with a reputable Indonesian payment processing company. This likely translates to secure transactions for users. The image also reveals various payment method logos (e.g., Virtual Account, ShopeePay, OVO), suggesting the platform caters to user preferences by offering multiple payment options. This can be particularly beneficial in Indonesia, where e-wallets and virtual accounts are widely used for online transactions. While the specific purpose of this payment system within the platform is unclear from the image alone, it could be used for features like event registration, in-app purchases, or product purchases on the platform (if applicable). Overall, this glimpse into the payment system suggests the platform prioritizes user convenience and security by integrating a trusted payment processor with diverse payment options.

5. Conclusions

This research journey delved into the empowering potential of digital business models within the Indonesian extreme sports landscape. By focusing on a specific case study, the chosen Indonesian extreme sports digital platform, the research revealed a compelling array of value propositions offered to athletes and enthusiasts. These features transcended geographical limitations and fostered a more connected and empowered extreme sports community. The analysis highlighted the significance of the platform's value propositions. Access to online coaching resources provided by experienced athletes and coaches empowered athletes to train independently or supplement existing training regimens. Online forums, chat rooms, and social media integration fostered a vibrant online community where athletes could connect, share experiences, motivate each other, and build a network of support. Furthermore, the platform provided avenues for athletes to showcase their skills and achievements through user profiles, video uploads, and event calendars. This ability to gain recognition and potentially connect with sponsors proved particularly valuable for up-and-coming athletes.

The research also explored the platform's customer relationship strategies. Social media engagement, active online forums, and personalized content recommendations fostered a sense of community and belonging for athletes, creating a positive online environment. The platform's responsiveness to user feedback further strengthened these relationships, demonstrating a commitment to user needs.

The chosen digital business model generates revenue primarily through tiered subscription fees, with free basic memberships and premium options offering access to exclusive features. In-app purchases for additional training modules or content, and potential future advertising partnerships, hold promise for further revenue diversification. This financial sustainability ensures the continued operation and development of the platform's features, ultimately empowering the Indonesian extreme sports community.

In conclusion, this research underscores the transformative role digital business models can play within the Indonesian extreme sports landscape. By providing valuable resources, fostering online communities, and creating opportunities for athlete development and recognition, these platforms empower athletes and contribute to a more vibrant and sustainable extreme sports ecosystem in Indonesia. Future research endeavors could explore a wider range of digital business models within Indonesian extreme sports, delving deeper into their long-term impact on athlete development, community growth, and overall industry sustainability.

References

- Aithal, P. S. (2016). Study on ABCD analysis technique for business models, business strategies, operating concepts & business systems. *International Journal in Management and Social Science*, 4(1), 95-115.
- Anjar Priyanto, S. E. (2021). Peran Elemen-Elemen Inti Organisasi Dalam Melakukan Transformasi Digital Di Ukm Fesyen (Studi Kasus Ukm Fesyen Yogyakarta Dan Klaten).
- Archibald, M. M., et al. (2019). Using zoom videoconferencing for qualitative data collection: perceptions and experiences of researchers and participants. *International journal of qualitative methods*, 18, 1609406919874596.
- Antwi, S. K., & Hamza, K. (2015). Qualitative and quantitative research paradigms in business research: A philosophical reflection. *European journal of business and management*, 7(3), 217-225.
- Aistiawan, Muhammad Rizky Surya, and Deny Andesta. (2022). Analisis Strategi Pemasaran dengan Menggunakan Metode SWOT Guna Peningkatan Penjualan Produk Lemari di UD Abdi Rakyat. *Jurnal Serambi Engineering*, 7(1).
- Bilung, Septinor. (2016). Analisis SWOT dalam menentukan strategi pemasaran sepeda motor honda pada CV Semoga Jaya di Area Muara Wahau Kabupaten Kutai Timur. *Ejurnal Administrasi Bisnis*, 116-127.
- Böhmman, Tilo, & Kühne, Babett. (2018). Requirements for representing data-driven business models-towards extending the business model canvas.
- Bradley Adam Camburn et al. (2017). Design prototyping of systems. DS 87-3 Proceedings of the 21st International Conference on Engineering Design (ICED 17) Vol 3: Product, Services and Systems Design, Vancouver, Canada, 21-25.08. 2017.
- Belinda Wheaton & Holly Thorpe. (2018). Action sports, the Olympic Games, and the opportunities and challenges for gender equity: The cases of surfing and skateboarding. *Journal of sport and social issues*, 42(5), 315-342.
- Barat, B. J. S. K. S. (Year). Analisis SWOT pada produk iB multiguna Bank Jateng Syariah KCPS Semarang Barat.
- Cohen, Rhonda, Bahman Baluch, & Linda J. Duffy. (2018). Defining extreme sport: Conceptions and misconceptions. *Frontiers in psychology*, 9, 1974.
- Camburn, Bradley Adam, et al. (2017). Design prototyping of systems. DS 87-3 Proceedings of the 21st International Conference on Engineering Design (ICED 17) Vol 3: Product, Services and Systems Design, Vancouver, Canada, 21-25.08. 2017.
- Dong, Nanqing, and Eric P. Xing. (2018). Few-shot semantic segmentation with prototype learning. *BMVC*, 3(4).
- Dudin, Mihail, et al. (2015). The innovative business model canvas in the system of effective budgeting. *Asian Social Science*, 11(7), 290-296.
- Fahmi, Irham, Rudi Fachruddin, and Vivi Silvia. (2019). Analisis E-Business pada Keputusan Kewirausahaan Bisnis Digital (Sebuah Kajian Literatur Studi). *Prosiding Seminar Nasional Kewirausahaan*, 1(1).

- Haq, A. D., & Fadilah, E. (2018). Transformasi Harian Kompas Menjadi Portal Berita Digital Subscription Kompas. *Id. Jurnal Kajian Jurnalisme*, 1(2).
- Handayani, E., Sari, P. P., & Islami, M. J. (2021). Pemanfaatan Teknologi Informasi dan Komunikasi (TIK) oleh UMKM pada Masa Pandemi COVID-19. *Jurnal Komunika: Jurnal Komunikasi, Media Dan Informatika*, 10(2), 113-119.
- Jakob Trost. "Argumentative Essay - Extreme Sports Tourism A Profitable Growth of a Niche Market." (n.d.). Retrieved from Academia.edu: Link
- Jentery Sayers. "Prototyping the past." *Visible Language* 49.3 (2015).
- Joubert B. Maramis, David PE Saerang, and Evans EW Tulungen. "Transformasi Digital: Peran Kepemimpinan Digital." *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi* 10.2 (2022).
- Kevin McCusker & Serdar Gunaydin. (2014). "Research using qualitative, quantitative or mixed methods and choice based on the research." *Perfusion*, 30.
- Kuncoro, Bagus. (2018). "Peran industri dalam membangun prestasi olahraga." *Prosiding Seminar Nasional Ilmu Keolahragaan UNIPMA*, 1(1).
- Kolinug, Andree Aldy. (2017). "Eksistensi komunitas skateboard di Kota Manado." *Holistik, Journal Of Social and Culture*.
- Lasminiasih, Lasminiasih, et al. (2022). "Using prototyping method for analysis and design of information systems for student registration in Sekolah Master." *International Journal Science and Technology*, 1(2), 19-29.
- Liputan6.com. (2020). "Punya Prestasi, skateboard Indonesia butuh perhatian." liputan6.com. <https://www.liputan6.com/bola/read/4200641/punya-prestasi-skateboard-indonesia-butuh-perhatian>
- Maryani, H. P., Gaol, F. L., & Hidayanto, A. N. (2022). Comparison of the System Development Life Cycle and Prototype Model for Software Engineering. *Int. J. Emerg. Technol. Adv. Eng*, 12(4), 155-162.
- Marsis, Y., & Amir, M. T. (2022). Analisis transformasi manajemen website untuk meningkatkan daya saing di era digital. *Fair Value: Jurnal Ilmiah Akuntansi dan Keuangan*, 5(4), 2018-2033.
- McCusker, K., & Gunaydin, S. (2014). Research using qualitative, quantitative or mixed methods and choice based on the research. *Perfusion*, 30. <https://doi.org/10.1177/0267659114559116>
- Mustaniroh, S. A., Prabaningtias, N., & Citraresmi, A. D. P. (2020). Analysis of business development strategies with business model canvas approach. *IOP Conference Series: Earth and Environmental Science*, 515(1).
- Nugraha, W., & Syarif, M. (2018). Penerapan Metode Prototype Dalam Perancangan Sistem Informasi Penghitungan Volume Dan Cost Penjualan Minuman Berbasis Website. *JUSIM (Jurnal Sistem Informasi Musirawas)*, 3(2), 94-101.
- Novita, Y. D., & Santoso, B. (2021). Urgensi Pembaharuan Regulasi Perlindungan Konsumen di Era Bisnis Digital. *Jurnal Pembangunan Hukum Indonesia*, 3(1), 46-58.

- Priyanto, Anjar (2021). Peran Elemen-Elemen Inti Organisasi Dalam Melakukan Transformasi Digital Di Ukm Fesyen (Studi Kasus Ukm Fesyen Yogyakarta Dan Klaten).
- Putri, Novianti Indah, et al. (2021). Kajian Empiris Pada Transformasi Bisnis Digital. *ATRABIS: Jurnal Administrasi Bisnis (e-Journal)*, 7(1), 1-15.
- Prawiyogi, Anggy Giri, et al. (2021). Pengembangan Program Studi Bisnis digital bagi pengusaha dengan perangkat lunak lean. *ADI Bisnis Digital Interdisiplin Jurnal*, 2(2), 52-59.
- Rozaq, A. (2020). *Konsep Perancangan Sistem Informasi Bisnis Digital*. Poliban Press.
- Sayers, J. (2015). Prototyping the past. *Visible Language*, 49(3).
- Seippel, Ø. (2006). The meanings of sport: fun, health, beauty or community?. *Sport in Society*, 9(1), 51-70.
- Stappmanns, F. (2016). Sustainable Business Model Innovation: The Cases of Patagonia Inc. and Bureo Skateboards. *InImpact: The Journal of Innovation Impact*, 8(2), 349.
- Taherdoost, H. (2016). Sampling methods in research methodology; how to choose a sampling technique for research. *How to choose a sampling technique for research (April 10, 2016)*.
- Thanh, N. C., & Thanh, T. T. (2015). The interconnection between interpretivist paradigm and qualitative methods in education. *American journal of educational science*, 1(2), 24-27.
- Tokarski, A., Tokarski, M., & Wójcik, J. (2017). The possibility of using the business model canvas in the establishment of an operator's business plan. *Torun Business Review*, 16(4), 17-31.
- Tulungen, E. E., Saerang, D. P., & Maramis, J. B. (2022). Transformasi Digital: Peran Kepemimpinan Digital. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 10(2).
- Wheaton, B., & Thorpe, H. (2018). Action sports, the Olympic Games, and the opportunities and challenges for gender equity: The cases of surfing and skateboarding. *Journal of sport and social issues*, 42(5), 315-342.
- Yang, Y., & Xing, E. P. (2018). Few-shot semantic segmentation with prototype learning. *BMVC*, 3(4).
- Yustina Dhian, N., & Santoso, B. (2021). Urgensi Pembaharuan Regulasi Perlindungan Konsumen di Era Bisnis Digital. *Jurnal Pembangunan Hukum Indonesia*, 3(1), 46-58.
- Yoki, M., & Amir, M. T. (2022). Analisis transformasi manajemen website untuk meningkatkan daya saing di era digital. *Fair Value: Jurnal Ilmiah Akuntansi dan Keuangan*, 5(4), 2018-2033.
- Zuhrotun, N. (2013). Analisis SWOT untuk menentukan strategi kompetitif. *Jurnal Ekbis*, 9(2), 468-476.
- Musyafa, A. A. *Studi Kesuksesan Model Bisnis Pakaian Under Armour*.
- Hanafi, K. S. Y. (2022). *Analisis Model Bisnis Nascar*.
- ALFAMART, I., & SHOLIKHAH, F. M. A. PEMILIHAN RITEL TERBAIK BERDASARKAN CORPORATE SOCIAL RESPONSIBILITY, CUSTOMER RELATIONSHIP MANAGEMENT, DAN PEMASARAN RAMAH LINGKUNGAN ATAS DASAR PERSEPSI KONSUMEN (STUDI KASUS PADA MASYARAKAT PENGGUNA JASA RITEL).

- Priyono, B. (2012). Pengembangan Pembangunan Industri Keolahragaan Berdasarkan Pendekatan Pengaturan Manajemen Pengelolaan Kegiatan Olahraga. *Media Ilmu Keolahragaan Indonesia*, 2(2).
- Endratno, H., Rusman, A., & Hidayah, A. (2021). Model Bisnis Canvas Hutan Pinus Limpakuwus Purwokerto. *Derivatif: Jurnal Manajemen*, 15(1), 29-42.
- Pratama, R. L., & Fitria, S. E. (2019). Perancangan Model Bisnis Brand Fashion Applecoast Menggunakan Pendekatan Business Model Canvas (studi Kasus Pada Umkm Applecoast Pada Tahun 2018). *eProceedings of Management*, 6(1).
- Setiadi, A. R. (2022). Analysis of The Potential Recreational Sports Tourism Via Ferrata In Taman Rancah Pemalang Regency. *Nutrizione: Nutrition Research And Development Journal*, 2(3), 21-33.
- Kosasi, V. M. (2015). Analisis dan evaluasi model bisnis pada pantai seafood restaurant dengan pendekatan business model canvas. *Agora*, 3(1), 314-323.
- Lutfi, S. (2022). Desain Strategi Pengembangan Model Bisnis Pariwisata Pantai Gili Labak, Sumenep.
- Anggara, F. S. A. (2016). Analisis Sembilan Komponen Model Bisnis Ekowisata Internasional di Desa Gubugklakah. *Al Tijarah*, 2(1), 69-93.
- Nurkholis, A., Susanto, E. R., & Wijaya, S. (2021). Penerapan Extreme Programming dalam Pengembangan Sistem Informasi Manajemen Pelayanan Publik. *J-SAKTI (Jurnal Sains Komputer Dan Informatika)*, 5(1), 124-134.