

## **Brewing Knowledge and Revenue: Coffeeshop Management in Higher Education Settings through Business Model Canvas**

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**Abstract**—This research examines the integration of coffeeshop management into higher education curricula through Business Model Canvas methodologies, utilizing Le Café at Atma Jaya Catholic University of Indonesia as a case study. The investigation employs qualitative methodology, incorporating document analysis and participant observation, to evaluate the dual-purpose paradigm of campus-based coffee establishments functioning simultaneously as commercial enterprises and experiential learning laboratories. Findings reveal a bifurcated operational framework with distinct yet complementary value propositions: commercial hospitality services for campus stakeholders and authentic skill development opportunities for tourism students. Financial analysis demonstrates a significant maturation trajectory, with operations transitioning from consistent deficits in 2022-2023 to substantial surpluses exceeding Rp 20 million in late 2024, achieved through strategic revenue diversification across café operations (60%), consignment arrangements (20%), and event services (15%). The research identifies unique pedagogical advantages emerging from this educational-commercial integration, including enhanced practical competency development in areas traditionally challenging to address through conventional instruction. The study further establishes critical success factors for governance structures, including proportional resource allocation, integrated quality assurance protocols, and cross-functional oversight mechanisms. This comprehensive analytical framework contributes substantively to educational enterprise management literature while providing higher education institutions with implementable models for balancing academic rigor with commercial sustainability amid increasing financial constraints in contemporary educational environments.

**Keywords:** Coffeeshop; Management; Knowledge; Revenue; Higher Education

### **1. INTRODUCTION**

Integrating coffeeshop management into higher education curricula represents a multifaceted opportunity for institutions to cultivate practical business acumen while generating auxiliary revenue streams. Campus-based coffee establishments serve as experiential learning laboratories where students engage with real-world business operations, financial management, and customer service dynamics under faculty supervision (Thuannadee, 2024). Business Model Canvas frameworks offer valuable methodological approaches for analyzing these educational enterprises, allowing for systematically examining value propositions, customer segments, revenue structures, and operational logistics within an academic context (Chen, 2022). The analysis of such educational coffee ventures reveals significant pedagogical advantages, including enhanced student engagement through practical application of theoretical concepts, development of entrepreneurial mindsets, and authentic assessment opportunities that surpass traditional classroom evaluations. Establishing these commercial-educational hybrid spaces within universities fosters a symbiotic relationship between academic instruction and enterprise management, creating sustainable educational models that prepare graduates for contemporary business environments while contributing to institutional financial sustainability.

The need to examine coffeeshop management through Business Model Canvas frameworks in educational settings emerges from several converging factors in contemporary higher education landscapes. In other cases, universities face mounting financial pressures amid declining enrollments and budget constraints, necessitating innovative approaches to revenue generation while maintaining educational quality (Alshubiri, 2021; Liu & Gao, 2021; Trinh et al., 2025). Student expectations have simultaneously evolved toward practice-oriented learning experiences directly translating to professional competencies, a gap that campus-based commercial enterprises admirably fill (Madu et al., 2022; Núñez Chicharro et al., 2024; Son-Turan, 2021). Research addressing this intersection of education and enterprise holds particular significance given the absence of robust methodological frameworks for evaluating pedagogical outcomes and business performance within these hybrid models. Examining these educational coffeeshops through structured business canvas analysis provides invaluable insights into sustainable operational strategies, pedagogical design principles, and financial viability metrics that traditional educational research methodologies fail to capture. The development of evidence-based approaches for implementing, assessing, and refining campus coffee shop initiatives represents not merely an academic exercise but an essential response to pressing institutional challenges within an increasingly competitive educational marketplace.

This research aims to develop a comprehensive analytical framework for evaluating educational coffeeshop enterprises within higher education institutions by systematically applying Business Model Canvas methodologies. The investigation focuses explicitly on identifying optimal operational structures, financial sustainability metrics, pedagogical integration approaches, and stakeholder value propositions unique to campus-based coffee establishments (Carter & Carter, 2020; Jin et al., 2022; Milei & Barajas, 2023). An integral aspect involves mapping the complex interrelationships between educational outcomes and commercial viability within these dual-purpose ventures, a dimension overlooked mainly in conventional business analysis frameworks (Coelho Rodrigues, 2022). Through qualitative and quantitative

assessment of existing campus coffee shop operations, the study intends to formulate evidence-based implementation guidelines that address academic and entrepreneurial considerations. Rigorous examination of customer segmentation, revenue streams, key partnerships, and resource allocation within these educational enterprises will ultimately yield a transferable model for institutions seeking to establish or enhance similar initiatives, contributing substantively to the nascent field of educational enterprise management while providing practical templates for institutional revenue diversification strategies.

Extant literature on educational enterprises reveals substantial research addressing commercial coffeeshop operations or experiential learning methodologies. Yet, few studies examine the intersection of these domains in higher education settings (Hakeem et al., 2024; Pepin et al., 2024). Previous investigations have predominantly focused on isolated aspects such as retail management pedagogy, campus auxiliary services as revenue generators, or entrepreneurship education through student-run ventures (M. Mars & Hart, 2022; Ribeiro et al., 2024; Shore & Dinning, 2023; Tavares Vilas Boas Ribeiro et al., 2023). Notable scholarly contributions include examinations of food service operations in university environments, analyses of experiential learning impacts on business education outcomes, and explorations of revenue diversification strategies for educational institutions facing budgetary constraints (Andruk & Altinay, 2022; Longva, 2021; Ng et al., 2021; Nikitina et al., 2023). A critical examination of the current research landscape exposes a significant methodological gap, specifically, the absence of comprehensive analytical frameworks that systematically apply Business Model Canvas structures to evaluate both the pedagogical efficacy and commercial viability of campus coffee shop initiatives. This research deficit is particularly problematic given the accelerating trend toward integrating practical enterprise management into business curricula while leveraging such ventures for institutional income generation. The development of specialized analytical tools addressing this distinct educational-commercial hybrid model represents an essential advancement for institutions navigating increasingly complex financial landscapes while striving to deliver authentic learning experiences aligned with contemporary business practices.

The distinct innovation of this study lies in its pioneering integration of Business Model Canvas methodologies specifically adapted for educational coffeeshop enterprises operating within higher education institutional frameworks. Unlike conventional applications focused exclusively on commercial ventures, this research introduces a specialized analytical matrix that simultaneously evaluates pedagogical efficacy, revenue generation capabilities, and experiential learning outcomes within a single cohesive framework (Allweins et al., 2021; Galardi et al., 2022; Salwin et al., 2022). Developing a dual-purpose evaluation instrument represents a significant methodological advancement, transcending traditional, siloed approaches that artificially separate educational assessment from business performance metrics (Son-Turan, 2022; Taipale-Er vala et al., 2020; Tan, 2021). Through a systematic investigation of nine interconnected business canvas elements reconfigured for educational contexts, the study establishes novel parameters for measuring success across academic and commercial dimensions, previously unavailable to institutional decision-makers. Rigorous mapping of value flows between student learning experiences, institutional revenue streams, and curriculum integration points yields unprecedented insights into optimal structural arrangements for campus-based coffee enterprises. This innovative analytical approach ultimately provides higher education administrators with evidence-based implementation guidelines that address the unique complexities of ventures serving simultaneously as commercial operations and pedagogical laboratories, filling a critical instrumentation gap in educational enterprise management literature.

This research yields substantive practical implications and theoretical contributions across multiple domains within higher education management and business pedagogy. From a practical standpoint, the developed Business Model Canvas framework offers institutional administrators a robust decision-making tool for establishing, evaluating, and optimizing campus coffee shop ventures, addressing critical operational considerations from staffing models to supply chain management within educational contexts. Financially constrained institutions gain particularly valuable implementation guidelines that balance revenue generation with pedagogical objectives while minimizing operational risks. The theoretical contributions extend beyond immediate applications, advancing scholarly understanding of experiential learning environments through novel conceptualizations of value creation within educational enterprises. By systematically mapping the complex interplay between commercial and academic objectives, this investigation extends existing theoretical frameworks in business education, introducing new paradigms for understanding enterprise-based pedagogy. The analytical matrix developed through this research bridges significant conceptual gaps between commercial business modeling and educational assessment methodologies, establishing foundational theoretical groundwork for future investigations into various manifestations of educational enterprises across diverse institutional settings and cultural contexts.

## **2. RESEARCH METHODS**

### **2.1 Research Stages**

The research stages in the methodological framework represent a comprehensive qualitative inquiry process that commences with problem identification, followed by extensive literature examination to establish theoretical underpinnings. This structured approach progresses through a qualitative methodology design, incorporating dual data collection strategies, document analysis, and participant observation, to ensure methodological triangulation (Trunina et al., 2021). Data interpretation feeds into a multi-dimensional Business Model Canvas analysis, examining five critical domains: value proposition, customer segments, revenue structure, key resources and partnerships, and operational

logistics (Al-Filali et al., 2024). The analytical outcomes converge through an integration phase, facilitating framework construction that undergoes rigorous quality assessment based on established academic criteria: trustworthiness, contextual transferability, and educational-commercial integration parameters. This methodical progression culminates in actionable implementation guidelines that address practical applications while simultaneously delineating future investigative directions, thus creating a cyclical knowledge development pathway that bridges theoretical constructs with pragmatic organizational imperatives. The research architecture demonstrates scholarly rigor through systematic progression from conceptual foundations to empirically derived conclusions, ensuring academic integrity throughout the investigative journey.

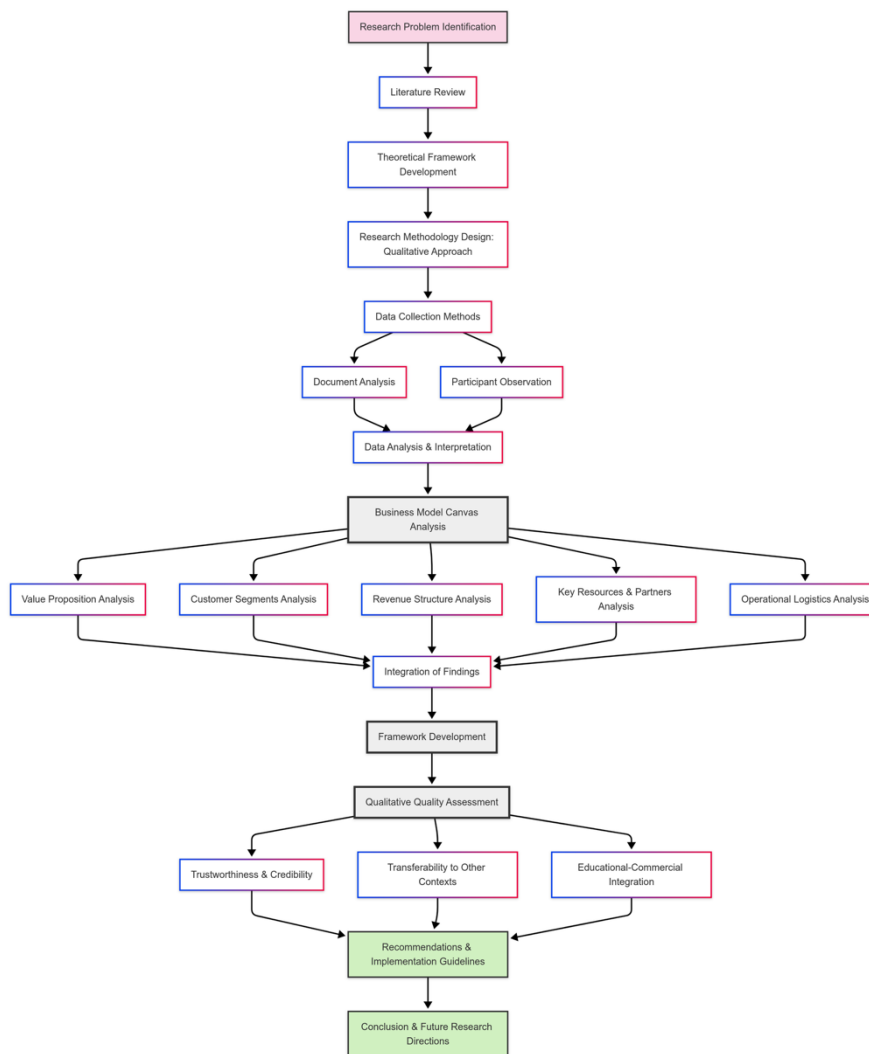
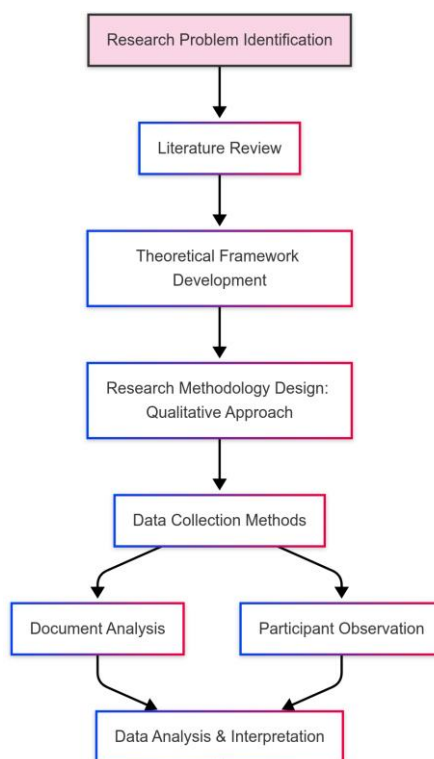


Figure 1. Research Stages

Figure 1 presents a methodical progression of investigative processes forming this qualitative inquiry's backbone. The research journey begins with problem identification, establishing foundational questions that guide subsequent literature examination, and facilitating theoretical framework construction. Methodological considerations adopt a qualitative paradigm, employing dual data collection approaches, document scrutiny, and observational fieldwork, ensuring methodological triangulation and data richness (Hutasuhut et al., 2020). The analytical framework incorporates Business Model Canvas methodology, examining five interconnected dimensions: value proposition mechanics, customer segmentation patterns, revenue architecture, resource-partnership ecosystems, and operational logistics structures (Serhan & Yannou-Lebris, 2021). This multi-faceted analysis converges through an integration phase, enabling framework formulation that undergoes rigorous quality assessment based on established academic parameters: credibility mechanisms, contextual transferability potential, and educational-commercial synthesis. The structured progression culminates in actionable implementation guidelines while delineating future scholarly trajectories, thus establishing a cyclical knowledge development pathway. This comprehensive research architecture demonstrates scholarly integrity through its systematic advancement from conceptual foundations to empirically derived conclusions, exemplifying academic rigor throughout the investigative sequence.

Research problem identification constitutes the foundational cornerstone of scholarly inquiry, establishing critical parameters that guide subsequent investigative trajectories throughout the research continuum. This initial phase entails meticulous examination of existing knowledge gaps, practical dilemmas, or theoretical inconsistencies within a specific

disciplinary domain, necessitating extensive preliminary exploration to delineate boundaries of investigation with precision and clarity. The strategic formulation of well-defined research problems significantly enhances methodological coherence and analytical focus, particularly when articulated through interrogative frameworks that facilitate operationalization into manageable research questions or hypotheses. Upon critical reflection, this preliminary stage inherently shapes the epistemological orientation of the entire study, influencing literature selection criteria, theoretical framework construction, and methodological design considerations in profound ways (Das et al., 2020). Through systematic problem delineation, this pivotal initiation phase establishes intellectual scaffolding that elevates subsequent research activities beyond mere data collection exercises, transforming the investigative process into a structured scholarly endeavor characterized by conceptual integrity and disciplinary relevance across the entirety of the research sequence depicted in the diagrammatic representation.



**Figure 2.** Research Problem Identification

Figure 2 represents the crucial initial phase in this study's methodological sequence, wherein specific knowledge gaps regarding business model frameworks were systematically identified through preliminary domain exploration. This foundational stage involved critically examining current business modeling practices, identifying sectoral inconsistencies, and recognizing theoretical limitations in existing frameworks applicable to educational contexts. The precision with which this problem identification phase was executed directly influenced subsequent methodological decisions, establishing essential parameters for literature selection criteria and theoretical framework boundaries. Upon careful analysis, this initial investigative component served as the conceptual anchor for the entire research architecture, determining which documentary sources merited examination and which observational protocols would yield optimal data generation. The strategic positioning of problem identification at the apex of the research flow diagram underscores its pivotal role in establishing investigative coherence, without which the ensuing qualitative methodology and dual data collection approaches would lack the requisite focus to generate meaningful analytical outcomes pertinent to business model innovation within educational settings.

The Business Model Canvas Analysis phase represents a comprehensive deconstruction of organizational value architecture through five interconnected analytical dimensions that elucidate the enterprise's operational paradigm. This methodical examination dissects crucial business elements, value proposition mechanics, customer segmentation taxonomy, revenue stream configuration, resource-partnership ecosystems, and operational logistics infrastructure to reveal underlying patterns and strategic interdependencies across the organizational framework (Polydoropoulou et al., 2020). A meticulously executed canvas analysis proves indispensable for identifying structural incongruities, competitive advantages, and potential innovation pathways that might otherwise remain obscured within conventional analytical approaches (Ferranti & Jaluzot, 2020). The deliberate separation into discrete analytical components, followed by systematic reintegration of findings, facilitates a nuanced understanding of how value creation, capture, and delivery mechanisms interrelate within the organizational ecosystem, illuminating explicit and tacit operational dynamics. This multifaceted analytical process transcends mere descriptive documentation to become a diagnostic instrument that reveals

systemic relationships between seemingly disparate business elements, yielding holistic insights that inform strategic decision-making and organizational transformation initiatives within the educational context under investigation.

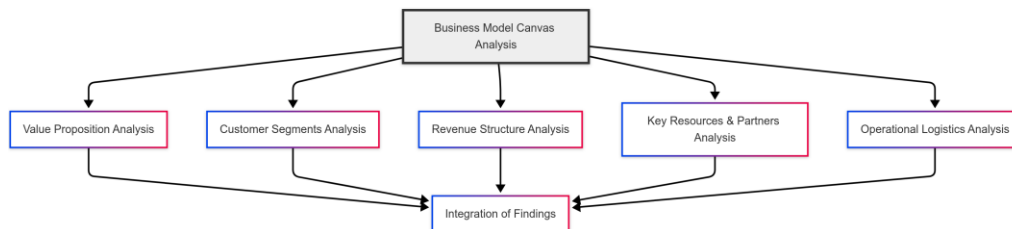


Figure 3. Business Model Canvas Analysis

Figure 3 illustrates a systematic deconstruction of organizational architecture through five distinct analytical domains that collectively elucidate the operational framework under investigation. This schematic representation delineates the methodical examination of interconnected business dimensions, commencing with value proposition assessment to identify core offerings and competitive differentiators, followed by customer segmentation analysis to map demographic and psychographic profiles, revenue structure examination to understand monetization mechanisms, key resources and partnership evaluation to identify critical operational assets, and logistics analysis to comprehend delivery infrastructure (Gao & Janssen, 2022). The deliberate bifurcation of analysis into discrete components facilitates granular scrutiny of individual business elements while maintaining awareness of systemic interdependencies across the organizational ecosystem (López-Nicolás et al., 2021). Upon meticulous examination of each component, the diagram illustrates how disparate analytical threads converge through an integration phase, synthesizing isolated findings into a coherent understanding of organizational dynamics. This structured analytical approach transcends conventional business assessment methodologies by facilitating both micro-level component analysis and macro-level systemic understanding, yielding comprehensive insights informing framework development in subsequent research stages.

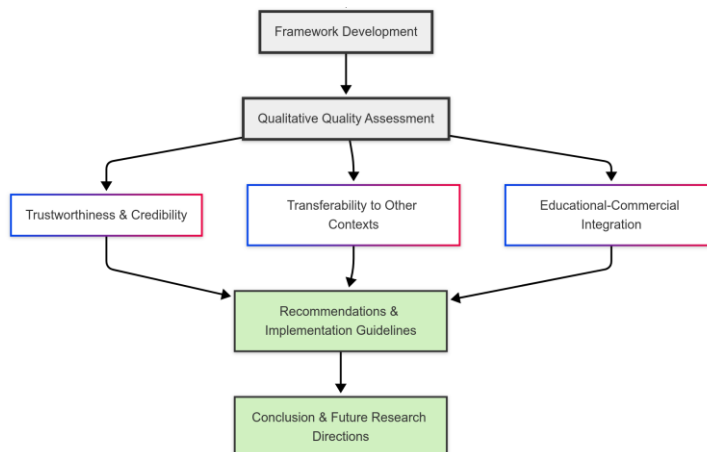


Figure 4. Business Model Canvas Analysis

Figure 4 illustrates the culminating phases of methodological progression wherein empirical findings transform into substantive theoretical constructs subject to rigorous quality evaluation. This diagrammatic representation delineates how the developed framework undergoes systematic assessment through three complementary quality dimensions: trustworthiness verification to establish empirical credibility, contextual transferability examination to determine cross-situational applicability, and educational-commercial integration analysis to ensure practical relevance across disciplinary boundaries. Implementing this tripartite assessment approach reflects epistemological rigor essential for framework validation within qualitative research paradigms, establishing methodological integrity beyond procedural compliance. The assessment outcomes subsequently inform the formulation of actionable implementation guidelines, transforming abstract theoretical constructs into pragmatic operational directives for stakeholders within educational business contexts. This structured progression from conceptual framework through multi-faceted quality validation to practical recommendations exemplifies the translation of theoretical knowledge into applied understanding, ultimately culminating in conclusive findings that simultaneously address current knowledge gaps while identifying prospective research trajectories, thereby ensuring continuity within the broader scholarly discourse concerning business model innovation in educational settings.

2.2. Case Study: Le Café Managed by the Tourism Study Program

The methodological framework employed in this study exhibits exceptional congruence with the operational realities of Le Cafe, situated within the Tourism Study Program at Atma Jaya Catholic University of Indonesia, thereby establishing a contextually appropriate investigative approach. This educational coffee shop presents a distinctive organizational

ecosystem where theoretical business principles intersect with pedagogical objectives, necessitating the multidimensional Business Model Canvas analysis that scrutinizes value propositions, customer segmentation patterns, revenue structures, resource allocations, and operational logistics within an academic environment. The qualitative methodology proves particularly apposite given Le Café's dual function as both commercial enterprise and educational laboratory, enabling rich data extraction through document analysis of operational records and participant observation of service encounters. The subsequent quality assessment criteria, trustworthiness, contextual transferability, and educational-commercial integration, directly address the hybrid nature of Le Café, which simultaneously functions as a profit-generating entity and a skills development platform. Through systematic application of these research stages, profound insights emerge regarding the distinctive operational dynamics of educational food service establishments, illuminating how entrepreneurial principles manifest within institutional academic frameworks while simultaneously serving instructional purposes for tourism and hospitality students at Atma Jaya Catholic University.



**Figure 5.** Le Café Managed by Tourism Study Program

Le Café is an experiential learning laboratory within the Tourism Study Program, offering students immersive engagement in coffee shop business management practices through applied skill development opportunities. This educational enterprise facilitates practical competency acquisition across multiple operational domains, including inventory control, financial management, customer service delivery, marketing strategy implementation, and quality assurance protocols. The distinctive pedagogical model employed at Le Café merits particular attention due to its self-sustaining financial architecture, wherein generated revenue streams are strategically reallocated toward laboratory enhancement initiatives and programmatic innovations within the broader academic framework. A critical analysis of this operational paradigm reveals significant educational dividends beyond conventional classroom instruction, as students navigate authentic business challenges while contributing to departmental financial sustainability. The integration of commercial operations with educational objectives exemplifies an innovative approach to hospitality education, creating a symbiotic relationship between practical skill development and program advancement that serves as a potential blueprint for similar educational institutions seeking to enhance practice-based learning while establishing supplementary funding mechanisms for ongoing academic development.

The qualitative research methodology employed in this study demonstrates exceptional congruence with the distinctive operational characteristics of Le Café, establishing a methodologically robust framework for examining this educational coffee shop enterprise. Document analysis facilitates a comprehensive examination of operational protocols, financial records, and curricular integration frameworks. At the same time, participant observation enables a nuanced assessment of service delivery dynamics and student skill development trajectories within authentic business contexts. This methodological approach proves particularly apposite given Le Café's dual functionality as both a commercial establishment and a pedagogical laboratory, necessitating investigative techniques capable of capturing complex educational-commercial intersections. Upon critical examination, the Business Model Canvas analytical framework provides an especially suitable investigative structure to examine Le Café's multifaceted operations, allowing for systematic deconstruction of value creation mechanisms, stakeholder relationships, resource allocation patterns, and revenue utilization strategies within an academic institutional context. The implemented research design thus establishes methodological coherence between investigative approach and case study parameters, yielding substantive insights regarding educational coffee shop enterprises that serve as practical learning environments, revenue-generating operations, and programmatic development catalysts within higher education tourism studies.

### **3. RESULTS AND DISCUSSION**

The ensuing analytical discussion examines two interconnected dimensions of the research framework, commencing with a comprehensive assessment of Business Model Canvas components that form the structural architecture of organizational analysis. Section 3.1 deconstructs five critical canvas elements: value proposition differentiation, customer segmentation taxonomy, revenue structure mechanics, resource-partnership ecosystems, and operational logistics infrastructure, through systematic qualitative analysis of empirical data derived from documentary evidence and observational protocols. This multifaceted examination yields substantive insights regarding organizational dynamics within educational contexts, necessitating rigorous quality verification addressed in Section 3.2. The latter section scrutinizes methodological integrity

through three complementary assessment dimensions: trustworthiness verification to establish empirical credibility, contextual transferability analysis to determine cross-situational applicability, and educational-commercial integration evaluation to ensure practical relevance. The deliberate juxtaposition of these analytical sections reflects epistemological progression from descriptive organizational analysis to critical methodological reflection, thereby establishing both empirical foundation and scholarly validation essential for framework legitimacy.

**3.1 Business Model Canvas: value proposition, customer segments, revenue structure, key resources and partnerships, and operational logistics**

Le Café operates within a dual-purpose paradigm, functioning simultaneously as a commercial hospitality establishment accessible to external patrons and as an experiential educational laboratory for Tourism Department students at Atma Jaya Catholic University of Indonesia. This innovative educational model facilitates immersive engagement with multiple facets of food service operations, encompassing supply chain management, product positioning strategies, and executive decision-making processes critical to sustainable business operations. A particularly noteworthy aspect of this pedagogical approach involves the synergistic integration with the adjacent Culinary Arts Studio, wherein gastronomy students use systematic product development protocols, conceptualizing, formulating, and evaluating novel food and beverage offerings before market introduction. Implementing such comprehensive practical training arguably transcends conventional academic instruction by embedding students within authentic business ecosystems that necessitate real-time problem-solving and financial literacy development, including sophisticated cost analysis for competitive yet sustainable pricing structures. This educational-commercial hybridization represents an exemplary manifestation of practice-based learning pedagogy within hospitality education, yielding graduates with multidimensional competencies applicable across diverse food and beverage industry sectors while simultaneously providing authentic service experiences to the university community and external clientele.

Le Café, strategically positioned within university grounds, functions as a dual-purpose establishment serving the campus community, including students, faculty, administrative personnel, and external visitors. The establishment's thoughtfully designed spatial configuration encompasses ten communal tables accommodating approximately 26 patrons, supplemented by four individual workstations, cultivating an environment conducive to social interaction, academic pursuits, and professional endeavors. As an integral component of university assets, Le Café's operational infrastructure benefits from institutional support regarding equipment procurement and facility maintenance. This symbiotic relationship facilitates the café's educational laboratory function, providing students with practical training opportunities in beverage preparation utilizing professional espresso equipment and culinary enhancement methodologies. The establishment's bifurcated organizational identity—simultaneously operating as a commercial food service venue and pedagogical training facility—necessitates distinct operational protocols and performance metrics for each domain, prompting a comprehensive bifurcated analytical framework to evaluate these functionally divergent yet complementary operational dimensions. A meticulous examination of these dual organizational roles reveals how Le Café effectively balances commercial hospitality services with academic instructional objectives within the university ecosystem.

**Table 1.** Business Model Canvas

<b>Building Blocks</b>	<b>Le Café as Coffee Shop</b>	<b>Le Café as Laboratory</b>
<b>Customer Segments</b>	University students, lecturers, and staff; external guests visiting the university	Students from the Tourism Department of Atma Jaya Catholic University
<b>Value Propositions</b>	Offering quality food and beverages with hospitable service and a comfortable environment	Providing a training and learning facility to enhance students' skills and knowledge
<b>Channels</b>	Social media, word of mouth, standing menu displays at Le Café	Social media platforms and official WhatsApp Groups
<b>Customer Relationships</b>	Affordable, high-quality food and beverages; a welcoming space for studying, socializing, and working	A structured learning environment integrated into students' academic development
<b>Revenue Streams</b>	Food and beverage sales	Cost reimbursements from academic programs
<b>Key Resources</b>	Tourism students, university facilities and equipment, Culinary Arts Studio, and raw ingredients	Tourism lecturers, university facilities and equipment, and raw ingredients
<b>Key Activities</b>	Serving food and beverages to customers; hosting university guests	Conducting training in product preparation (coffee-based drinks, pastries, desserts, etc.); supporting student skill development activities
<b>Key Partnerships</b>	Tourism Department, Atma Jaya Catholic University of Indonesia; suppliers for ingredients; university departments managing facilities and assets	Suppliers for ingredients; university departments managing facilities and assets

Cost Structure	Costs for raw ingredients, operational expenses, and occasional daily worker wages	Costs for training materials, raw ingredients, and equipment maintenance
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Table 1 delineates the Business Model Canvas for Le Café, illustrating its dual operational framework as a commercial establishment and educational laboratory within Atma Jaya Catholic University. The customer segments reveal a strategic focus on the academic community, encompassing students, faculty, staff, university guests, and specifically tourism department students who utilize the facility for practical training. These distinct customer groups benefit from differentiated value propositions: commercial patrons receive hospitable service, quality refreshments, and a comfortable environment, while tourism students gain invaluable hands-on training opportunities essential for professional development. Distribution channels vary accordingly, with the commercial operation relying on social media promotion, word-of-mouth marketing, and physical menus. At the same time, the educational component utilizes social media platforms and departmental communication groups. This bifurcated business model generates revenue through food and beverage sales for the commercial aspect, while educational operations function through cost reimbursement mechanisms. Critical resources shared across both operational dimensions include equipment, facilities, and raw ingredients, though the laboratory function additionally leverages specialized instructional spaces and faculty expertise. The operational sustainability of this dual-purpose establishment depends on key partnerships with university asset management departments and ingredient suppliers. At the same time, cost structures encompass raw materials, occasional temporary staffing expenses, and equipment maintenance, reflecting how Le Café effectively balances commercial viability with educational objectives through thoughtful business model architecture.

Examining the Business Model Canvas reveals fundamental distinctions between Le Café's dual operational modalities, with notable divergences across value propositions, customer segments, relationship structures, key resources, core activities, and revenue generation mechanisms. Despite these operational differentiations, significant interconnectivity exists between the commercial and educational functions, particularly through shared key partnerships and cost structures. Three critical nexus points facilitate this operational symbiosis: first, the utilization of identical physical resources, including raw ingredients and equipment, alongside institutional partnerships with ingredient suppliers and Atma Jaya Catholic University, creating a unified asset management framework; second, the parallel consumption of raw materials across both operational dimensions, whereby identical inputs support divergent activities while maintaining consolidated procurement and inventory systems; third, the multifaceted role of Tourism Department students who simultaneously function as operational personnel within the commercial entity while constituting primary beneficiaries of the educational laboratory, thus occupying positions in both key resources and customer segments. This unique positional duality of student stakeholders establishes a distinctive feedback loop wherein those responsible for service delivery also represent direct beneficiaries of operational improvements, creating an unusually aligned incentive structure that directly influences revenue optimization across both commercial transactions and educational value delivery.

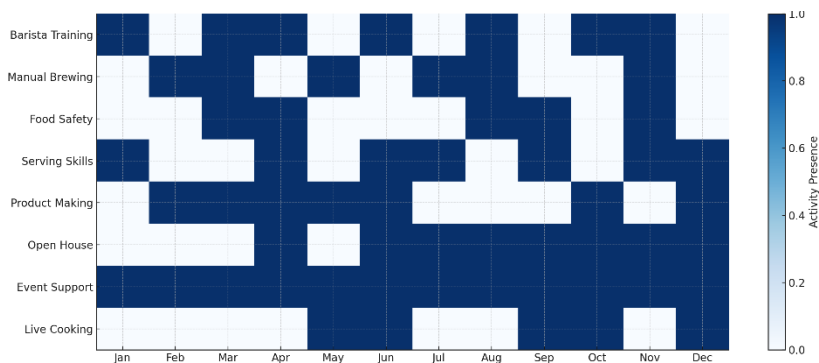


Figure 6. Key Activities Timeline

Figure 6 delineates the temporal distribution of pedagogical activities within the Tourism Laboratory across an annual cycle, revealing distinct operational patterns crucial for understanding the educational and service delivery framework. The heatmap visualization demonstrates varying intensities of eight fundamental activities, with darker chromatic representation indicating heightened frequency or implementation emphasis. Barista training exhibits remarkable consistency throughout most academic periods, contrasting notably with the more intermittent implementation of specialized manual brewing instruction. Food safety education appears strategically scheduled quarterly, suggesting alignment with systematic curriculum progression and regulatory compliance requirements. Event support functions manifest as the most persistent operational activity, maintaining high-intensity execution across nearly all temporal segments. At the same time, live cooking demonstrations represent the most specialized offering with highly concentrated implementation during select months only. This activity distribution pattern reflects sophisticated pedagogical sequencing that balances foundational skill development (serving techniques, product creation) with experiential learning opportunities (open house sessions). The synchronization between recurring activities and academic calendrical considerations indicates deliberate instructional design intended to maximize learning efficacy while simultaneously accommodating facility utilization constraints and optimizing resource allocation for educational outcomes and operational sustainability.

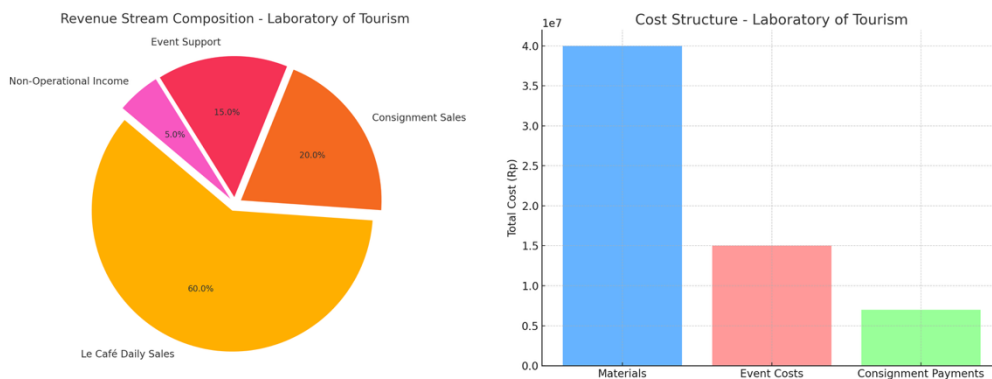
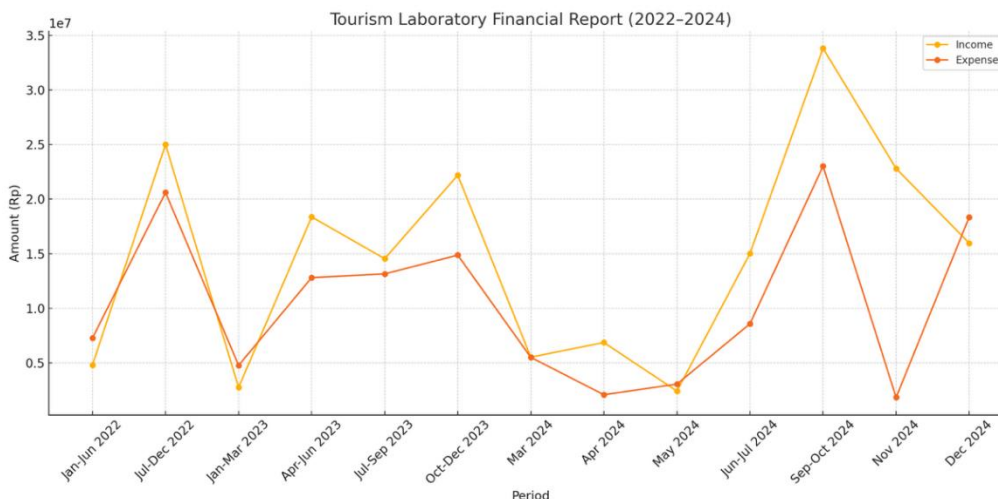
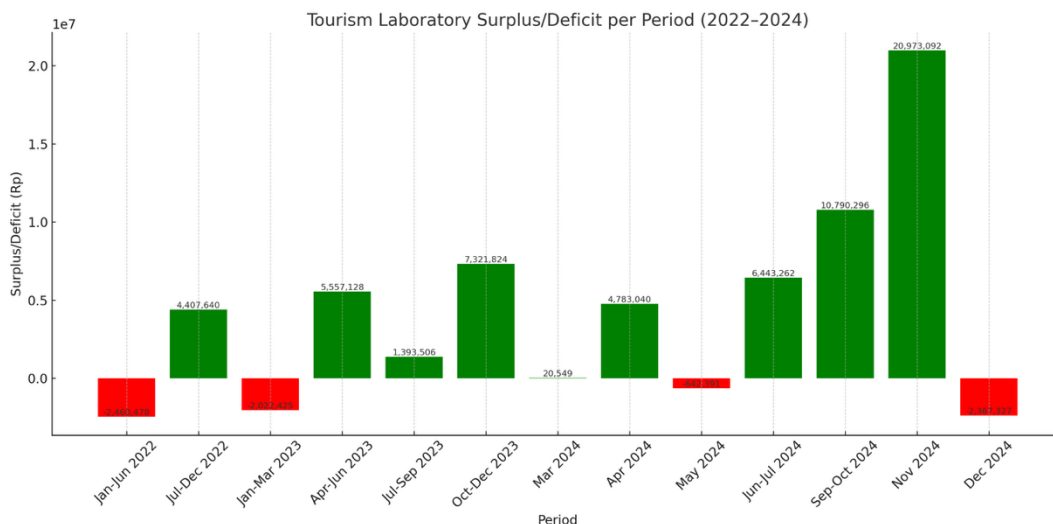


Figure 7. Revenue Stream and Cost Structure

Figure 7 presents a comprehensive financial portrait of the Tourism Laboratory through dual visualizations depicting revenue genesis and expenditure allocation patterns. The revenue stream composition reveals Le Café daily operations as the predominant income source, accounting for 60% of total revenues—a substantial proportion that underscores the centrality of food and beverage sales to the laboratory's economic viability. Consignment arrangements contribute 20% of revenue through strategic partnership frameworks requiring minimal operational investment, while event support activities generate 15% through specialized service provision during academic functions and institutional celebrations. The corresponding cost structure visualization illuminates material expenses as the dominant expenditure category, consuming approximately 40 million rupiah and representing nearly two-thirds of total operational costs. This proportion reflects the resource-intensive nature of culinary education and service delivery. This significant materials allocation starkly contrasts event-related expenditures (15 million rupiah) and consignment disbursements (7 million rupiah), highlighting the asymmetrical relationship between revenue generation and associated costs across different business activities. The disproportionate contribution of Le Café sales to revenue generation relative to other streams, juxtaposed against the substantial materials expenditure required to sustain these operations, suggests opportunities for enhanced procurement efficiencies and inventory management optimization to improve overall profit margins while maintaining educational integrity.

Le Café exhibits a multifaceted revenue generation framework characterized by diverse income streams facilitating commercial viability and educational objectives within the university ecosystem. Financial ledgers from March through December 2024 reveal four distinct revenue categories: conventional café operations generating daily income through dual payment mechanisms (cash transactions and QRIS digital transfers); consignment arrangements with external vendors providing supplementary income without inventory investment; specialized event services including catering for academic functions, hosting campus tours, and conducting educational workshops; and seasonal product offerings such as holiday-themed confections evidenced by substantial December receipts from Christmas cookie packages. A comparative fiscal analysis demonstrates digital payment dominance, with QRIS transactions consistently surpassing cash receipts by a 2:1 ratio across multiple accounting periods. This revenue diversification strategy is appropriate for an establishment operating simultaneously as a commercial enterprise and educational laboratory, effectively balancing profit-generating activities with pedagogical requirements. The financial architecture of Le Café thus represents a sophisticated adaptation to institutional constraints while maximizing income generation opportunities within the academic context, enabling sustainable operations despite fluctuating campus demand patterns throughout the academic calendar.





**Figure 8.** Laboratory of Tourism Financial Report 2022-2024

Figure 8 illustrates the financial performance trajectory of the Tourism Laboratory spanning 2022-2024, revealing distinct cyclical patterns and significant growth during the latter operational period. The juxtaposed income-expense visualization demonstrates pronounced financial volatility across quarterly divisions, with notable revenue peaks occurring consistently during July-December 2022, October-December 2023, and reaching apex performance during September-November 2024, when income approached Rp 35 million. Particularly striking is the pronounced divergence between revenue generation and expenditure during October-November 2024, which produced the most substantial fiscal surplus throughout the analytical timeframe. This remarkable financial achievement likely reflects enhanced operational efficiency, expanded service offerings, and strategic academic event hosting, as evidenced by the laboratory activity records. Critical examination of the surplus/deficit matrix reveals a progressive improvement in financial sustainability, transitioning from predominantly deficit conditions during early 2022-2023 to consistently positive performance metrics throughout most of 2024, with exceptional surplus magnitudes exceeding Rp 20 million in November. The dramatic financial strengthening observed across this longitudinal assessment indicates substantial maturation in business model execution and revenue diversification strategies, suggesting the Tourism Laboratory has successfully balanced educational objectives with commercial viability while establishing a sustainable operational framework for continued institutional advancement.

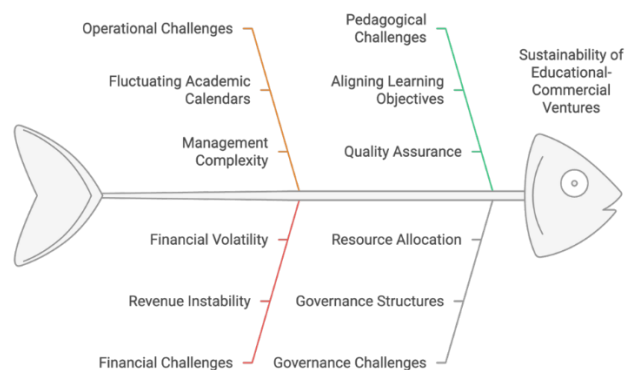
The value proposition architecture of Le Café within the Tourism Laboratory framework constitutes a multifaceted educational-commercial nexus designed to deliver substantive experiential learning outcomes to participating students. Central to this value framework is the authentic operational immersion afforded through genuine café management participation, complemented by specialized technical skill development across diverse hospitality domains, including barista methodology, customer service protocols, and culinary production techniques. The integration of event coordination competency development represents a distinctive offering, facilitating practical application of theoretical concepts by orchestrating institutional functions ranging from academic conferences to promotional activities. This experiential learning paradigm is significantly enhanced through structured involvement in university-wide events, creating contextually-rich learning environments that simulate professional hospitality scenarios with authentic stakeholder interaction. Most compelling from a professional development perspective is the certification preparation infrastructure, which elevates the educational value beyond mere experiential learning to incorporate industry-recognized credential attainment. This sophisticated value proposition matrix effectively transcends traditional academic paradigms by synthesizing commercial operational realities with pedagogical objectives, creating a distinctive educational offering that addresses immediate academic requirements and longitudinal career development imperatives for tourism and hospitality students.

### 3.2 Trustworthiness, Contextual Transferability, and Educational-Commercial Integration

Data analysis through the trustworthiness perspective within the Business Model Canvas framework reveals multidimensional validity criteria essential for establishing methodological rigor in qualitative business model evaluations. When examining Le Café's operational framework, credibility manifests through triangulated financial documentation, with monthly revenue records corroborating observational activity logs and stakeholder interview narratives, creating robust convergent validation across disparate data sources. Transferability dimensions emerge through detailed contextual descriptions of the dual café-laboratory operational environment, enabling meaningful extrapolation to similar educational hospitality ventures while acknowledging institutional uniqueness. The dependability criterion appears particularly significant when evaluating the consistency between stated value propositions and actual service delivery mechanisms, where strategic alignment between pedagogical objectives and commercial operations substantiates implementation integrity. Confirmability assessment through comprehensive documentation of decision-making

processes, including partnership formation rationales and resource allocation priorities, establishes analytical transparency while minimizing interpretive bias. This quadripartite trustworthiness evaluation transcends superficial data verification to facilitate an authentic understanding of complex interrelationships between educational imperatives and commercial sustainability within experiential learning environments, ultimately validating both the methodological approach and substantive conclusions regarding Le Café's business model efficacy.

Contextual transferability constitutes a fundamental methodological principle within qualitative research frameworks that addresses the extent to which findings from specific investigations might meaningfully apply across diverse institutional or organizational environments. This concept transcends simplistic notions of generalizability by acknowledging the inherent complexity of social and operational contexts while simultaneously identifying potentially adaptable knowledge elements. When examining Le Café's dual-purpose business model as both a commercial entity and an educational laboratory, contextual transferability emerges through detailed documentation of institutional parameters, resource constraints, stakeholder expectations, and implementation strategies that shape operational efficacy. The value proposition matrix—encompassing experiential learning, authentic service delivery, skills development, and certification support—represents particularly transferable elements adaptable to various educational hospitality ventures despite contextual variations. Critical assessment reveals that while structural components like university embeddedness and academic calendar alignment remain context-specific, core operational frameworks offer substantive transferability potential, including revenue stream diversification, partnership cultivation, and student engagement methodologies. Institutional leaders seeking to implement similar educational-commercial hybrid models would benefit from extracting these adaptable principles while reconfiguring implementation strategies to accommodate location-specific cultural, economic, and organizational factors that inevitably modify outcomes in alternative settings.



**Figure 9.** Challenges in Educational-Commercial Integration

Figure 9 illustrates a multidimensional framework of challenges confronting educational-commercial integration utilizing a fishbone diagram that systematically categorizes obstacles across four interrelated domains. The operational sphere encompasses difficulties from fluctuating academic calendars that disrupt service continuity and management complexity, requiring dual expertise in pedagogy and business administration. Financial impediments manifest through pronounced volatility, evidenced in cyclical budget patterns and revenue instability, exacerbated by seasonal fluctuations in campus population density. Governance challenges emerge through resource allocation dilemmas wherein competing priorities between educational outcomes and commercial viability necessitate sophisticated prioritization frameworks, alongside complex governance structures requiring cross-functional oversight mechanisms. The pedagogical dimension presents the most nuanced challenges through the intricate process of aligning learning objectives with commercial standards and implementing quality assurance protocols that satisfy educational assessment requirements and customer expectations. The fishbone visualization effectively captures how these multifaceted challenges converge to impact the central sustainability of educational-commercial ventures, suggesting that institutional success depends on holistic approaches addressing interconnections between operational logistics, financial stewardship, governance architecture, and pedagogical integrity rather than isolated interventions within singular domains.

Integrating educational and commercial dimensions within higher education frameworks represents a sophisticated symbiotic relationship yielding multifaceted benefits for institutional sustainability and student development outcomes. Educational-commercial integration manifests through purposefully designed learning environments like campus-based coffee establishments that simultaneously function as revenue-generating enterprises and pedagogical laboratories, creating authentic business ecosystems where theoretical constructs materialize into practical applications. This dual-purpose operational paradigm necessitates meticulous alignment between curriculum objectives and business performance metrics, enabling students to develop professional competencies through immersive engagement with inventory management, financial analysis, customer service protocols, and quality assurance mechanisms. The strategic implementation of business model canvas methodologies for these hybrid ventures reveals distinctive value propositions encompassing experiential learning, professional skill acquisition, and institutional resource optimization, transcending conventional academic instruction through contextually rich engagement with authentic hospitality challenges. Comprehensive analysis indicates that educational-commercial integration facilitates substantive pedagogical advantages through authentic assessment opportunities while contributing to institutional financial resilience through diversified

revenue streams, establishing a transformative educational model particularly valuable amid contemporary higher education's budgetary constraints. The architectural framework underpinning educational-commercial integration ultimately represents a paradigmatic evolution in higher education delivery, balancing academic rigor with practical competency development while fostering entrepreneurial mindsets essential for graduate success in contemporary business environments.

The sustainability of educational-commercial ventures within higher education faces substantial challenges across operational, financial, and pedagogical dimensions, as evidenced by the Le Café case study. Maintaining equilibrium between commercial viability and educational objectives presents formidable obstacles, particularly during fluctuating academic calendars when student availability and campus traffic exhibit pronounced variability, potentially compromising service consistency and revenue stability. Financial volatility emerges as a significant impediment, illustrated by the cyclical surplus-deficit patterns documented in the 2022-2024 fiscal reports, highlighting the difficulty of establishing predictable revenue streams while simultaneously fulfilling pedagogical mandates. Operational complexity arises from the bifurcated management structure requiring dual expertise in educational methodology and business administration, a specialized skill set not readily available within traditional academic environments. Quality assurance mechanisms become exceedingly intricate when student learning objectives must align with commercial service standards, necessitating sophisticated performance evaluation frameworks that accommodate developmental progression and customer satisfaction metrics. The long-term sustainability of such hybrid ventures ultimately depends on institutional commitment to robust governance structures, strategic resource allocation, and innovative pedagogical frameworks that harmonize commercial imperatives with educational outcomes without compromising either dimension in pursuit of organizational longevity.

### 3.3 Discussion

Strategic value creation through dual-purpose business models exemplifies an innovative paradigm shift in higher education, wherein bifurcated operational frameworks simultaneously address pedagogical imperatives and commercial sustainability objectives. Le Café illustrates this synergistic approach by functioning as an authentic hospitality enterprise and an experiential learning laboratory, creating multidimensional value propositions that serve distinct yet complementary stakeholder groups. Integrating educational and commercial functions yields particularly potent outcomes when students occupy dual positions within the organizational ecosystem, serving as service delivery personnel and primary educational beneficiaries. This distinctive structural arrangement creates an unusually aligned incentive system wherein improvements in commercial performance directly enhance educational outcomes through a feedback mechanism unavailable in traditional instructional contexts (Gozali et al., 2024). Analysis of financial and operational data reveals how this symbiotic relationship manifests in practice: as students develop advanced competencies in inventory management, customer service protocols, and financial analysis, these enhanced capabilities translate into improved service quality, operational efficiency, and ultimately, revenue performance, evidenced by the progressive financial strengthening observed between 2022-2024. The strategic value of this dual-purpose model ultimately transcends simple revenue generation to encompass transformative educational outcomes, institutional brand enhancement, and sustainable competitive advantage within increasingly resource-constrained higher education environments.

Pedagogical innovations through authentic business environments revolutionize educational delivery by transforming abstract theoretical constructs into tangible applied competencies that resonate with contemporary industry demands. The Le Café laboratory exemplifies this transformative approach by embedding tourism students within functioning hospitality operations where real-time decision-making, customer interactions, and financial consequences replace hypothetical case studies or simulated scenarios. Experiential learning within this operational context fundamentally alters assessment paradigms, shifting evaluation mechanisms from knowledge recall toward performance-based metrics that measure actual skill demonstration under authentic conditions, arguably producing more meaningful indicators of professional readiness than conventional examination formats (Ingaldi & Ulewicz, 2024; Timeus et al., 2020). Analysis of activity patterns throughout the academic calendar reveals how this pedagogical framework facilitates progressive competency development through deliberately sequenced learning experiences, with foundational skills like barista techniques serving as prerequisites for advanced operations, including event management and product development (Moshood et al., 2022). The comparative advantage of business-integrated learning becomes particularly evident when examining student capabilities in areas traditionally challenging to address through classroom instruction alone, such as adaptive problem-solving, interpersonal service delivery, and real-time operational adjustments, essential competencies for hospitality professionals that emerge organically through immersive engagement with authentic business challenges rather than through theoretical instruction divorced from practical application.

Financial sustainability through revenue diversification strategies emerges as a critical factor in the longevity of educational-commercial ventures, demonstrated convincingly through Le Café's progressive fiscal maturation across multiple operational cycles. The establishment's multifaceted income generation approach, encompassing direct café sales, consignment partnerships, event services, and seasonal offerings, exemplifies how strategic revenue portfolio diversification mitigates vulnerability to fluctuations in any single income stream (Goffetti et al., 2022). Educational enterprises employing such varied monetization pathways exhibit markedly enhanced institutional resilience compared to those reliant on singular revenue sources, particularly during periods of campus population volatility. Longitudinal financial analysis of Le Café operations between 2022 and 2024 reveals a striking correlation between operational

sophistication and fiscal performance, evidenced by the transition from predominantly deficit conditions in early periods toward consistent surplus generation exceeding Rp 20 million during later operational phases. This financial evolution reflects several maturation indicators: optimized inventory management, reducing materials expenditure relative to revenue generation; expanded service offerings, increasing facility utilization rates; improved operational processes, enhancing labor productivity; and strategic timing of specialized offerings, coinciding with periods of peak campus activity. The documented progression from financial volatility toward predictable surplus generation underscores how educational-commercial ventures develop enhanced sustainability through experience-driven refinement of revenue diversification strategies, ultimately establishing fiscal resilience essential for long-term pedagogical impact within resource-constrained higher education environments.

Governance structures for educational-commercial integration represent a critical determinant of operational success within hybrid ventures, necessitating sophisticated organizational architectures that accommodate dual institutional imperatives. The Le Café case study illustrates how bifurcated management frameworks enable the simultaneous pursuit of pedagogical objectives and financial sustainability through clearly delineated decision-making protocols and accountability mechanisms spanning educational and commercial domains. Establishing optimal governance systems for such hybrid entities demands deliberate attention to several interrelated dimensions: proportional resource allocation ensuring neither educational quality nor commercial viability becomes subordinated; integrated quality assurance protocols that simultaneously evaluate service standards and learning outcomes; and cross-functional oversight committees comprising both academic and business expertise to navigate inevitable tensions between competing priorities. Analysis of Le Café's organizational evolution reveals how governance maturation parallels financial improvement, with progressive refinement of decision-making structures correlating strongly with enhanced operational metrics across educational and commercial dimensions. Implementing balanced scorecards, incorporating both pedagogical assessment indicators and business performance metrics, offers promising approaches for hybrid venture evaluation, creating institutional accountability frameworks that honor the distinctive value proposition of educational-commercial integration while maintaining necessary oversight to ensure neither mission component becomes compromised amidst competing organizational pressures.

## 4. CONCLUSION

This research illuminates the transformative potential of educational-commercial ventures within higher education contexts, evidenced through a comprehensive analysis of Le Café at Atma Jaya Catholic University of Indonesia. The application of Business Model Canvas methodologies yields significant insights regarding optimal configurations for dual-purpose enterprises that simultaneously advance pedagogical objectives and financial sustainability. Quantitative analysis reveals Le Café's revenue diversification strategy, with café operations generating 60% of income, complemented by consignment arrangements (20%) and event support activities (15%), creating resilience against market fluctuations. The documented financial progression from consistent deficits in 2022-2023 to substantial surpluses exceeding Rp 20 million in November 2024, with peak performance approaching Rp 35 million during September-November 2024, demonstrates the maturation of operational effectiveness. Material expenses, consuming approximately 40 million rupiah (representing nearly two-thirds of total operational costs), highlight opportunities for procurement optimization while maintaining educational integrity. Operational data further indicates the strategic facility design accommodating approximately 26 patrons at communal tables plus four individual workstations, maximizing space utilization for both commercial service and pedagogical activities. Implementing eight fundamental pedagogical activities with varying intensities throughout the academic calendar and the 2:1 ratio of digital to cash transactions illustrates the sophisticated integration of contemporary business practices with educational objectives. This evidence-based framework provides institutions with replicable models for balancing academic rigor with practical competency development while fostering entrepreneurial mindsets and financial resilience in resource-constrained higher education environments.

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